

Let's Talk

VOLUME 26, NO. 4



CSC's Institutions Move Into the 21st Century



Where We Are Today

See our readers' survey inside



Correctional Service
Canada

Service correctionnel
Canada

Canada



Let's Talk

Let's Talk is published by the Communications and Consultation Sector of the Correctional Service of Canada.

Opinions expressed in the following articles do not necessarily reflect the views of the Commissioner.

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ISSN 0715-285X

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Printed in Canada on Recycled Paper

Let's Talk

2001

VOL. 26, NO. 4

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Reaching Out At Home and Abroad

This edition of *Let's Talk* profiles some of our outreach activities for or on behalf of Canadians. CSC staff are doing wonderful work reaching out and helping others, no matter whether they are at home or abroad.

On the international front, CSC's overseas work makes a direct contribution to the Government's efforts to enhance Canada's voice in the world. Our knowledge and expertise in corrections is eagerly sought by many jurisdictions. And when called upon to help, we respond. Whether it's Kosovo, Haiti or Lithuania, CSC employees have willingly shared their expertise, often suffering discomfort and separation from their families and loved ones for extended periods of time. Most have returned with a fresh appreciation of what it means to be a Canadian and a valuable lesson in just how fortunate we are.

While places like Kosovo may seem a world away, the challenge is no different here at home. In corrections we are constantly striving to contribute to the well-being of communities through the successful reintegration of offenders. As citizens, we share the same desire as all Canadians – to make our communities safer and better places to live.

This message came across loud and clear during the International Year of the Volunteer that just ended. Over the past year, CSC organized two "Giving Back to the Community" weeks to showcase the many contributions of staff and offenders sponsored by CSC from coast to coast. We also hosted an extremely successful volunteers conference, in order to thank some of the ten thousand men and women who help us to achieve our goals. These and other volunteers know a simple truth: when we help others, we are really helping ourselves.

The world is full of opportunities that allow us to grow both as individuals and as an organization. By helping others, no matter where they may be on the map, we enrich our own lives and give meaning to what is best about this country. Just ask any volunteer and they will tell you that the benefits far outweigh the effort they expend.



A handwritten signature in black ink, reading "McClung".

Lucie McClung
Commissioner
Correctional Service of Canada

**Safety,
Respect
and
Dignity
for All**



**La sécurité,
le respect
et la
dignité
pour tous**



The Architecture of Canadian Prisons

Canada is a world leader in corrections, and the history of corrections can, in many ways,

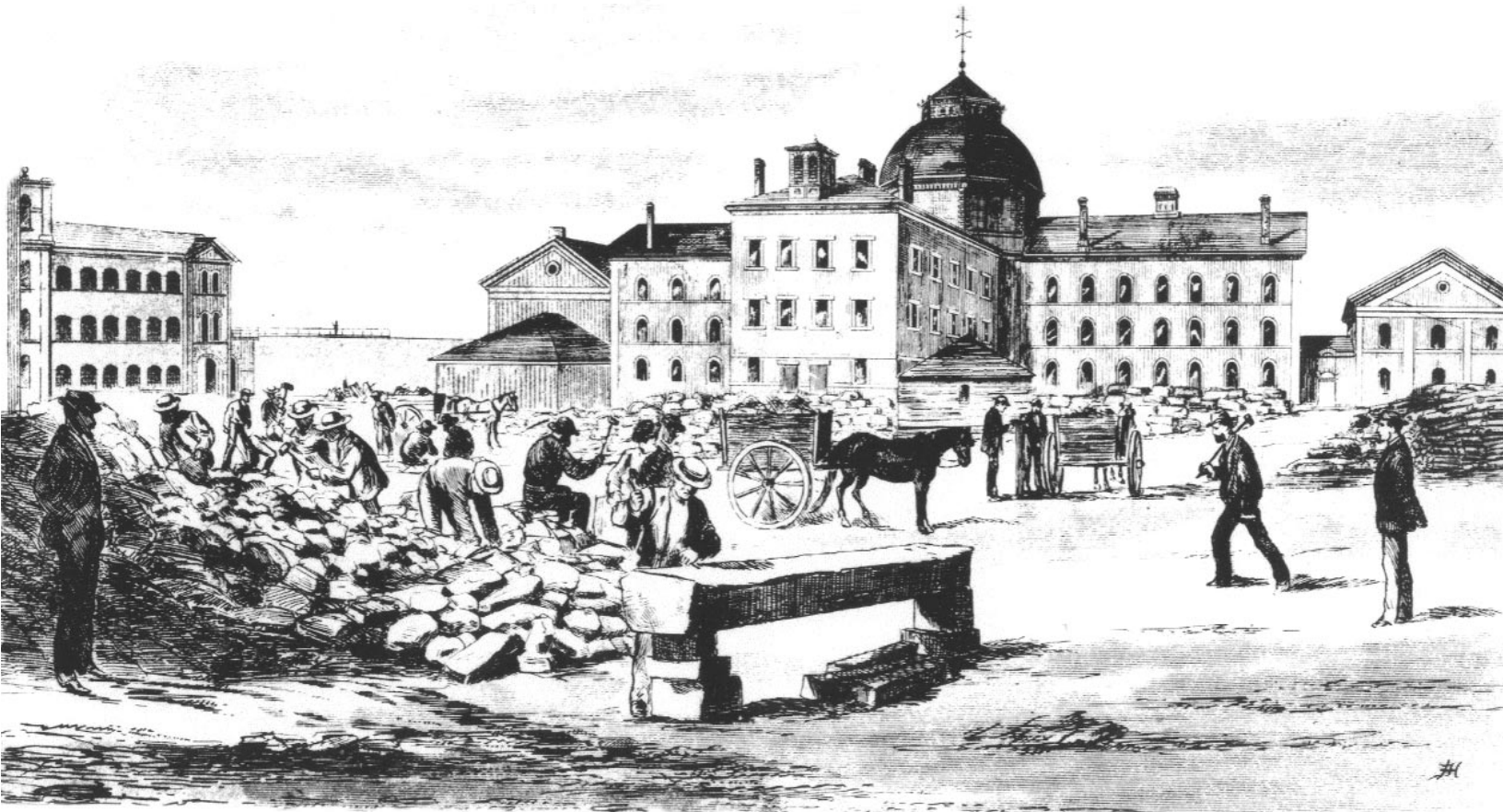
be told through an examination of the architecture

of penitentiaries. The institutions we build to house offenders reflect our concepts

of justice and demonstrate a movement along a path of greater humanity.

*By G. Chartier, Communications Officer,
Communications and Consultation Sector*

Evidence of Who We Are



First known image of Kingston Penitentiary, an illustration in *Canadian Illustrated News*, July 5, 1873. Note the original square windows of the first wing; on later wings, windows were rounded to prevent cracking. Today all the windows are rounded and extend across each floor.

PUNISHMENT IN CANADA'S EARLY DAYS

From our perspective, life in 1835 throughout Canada (or what became Canada 32 years later) seems to border on the unimaginable. Garrisons of British Army troops, who, some 20 years previously, had fought back an invasion force from the United States, protected the colonies of British North America. All communication and travel throughout this land was by waterway, horseback, coach or on foot across rough dirt roads and paths that slowly etched their way through a vast and wild land.

Imprisonment had only recently become a recognized and accepted penalty for criminal activity. Until the latter part of the 1700s, offenders were held in local jails in existing structures, such as a dungeon or in a dark and dank cellar, until the actual punishment – whether corporal or capital – could be applied. For example, on the first offence, a thief could be branded with a T; for the second offence, he or she could be hanged. Some, including debtors, were kept in workhouses – open buildings with no separate rooms or facilities.

JOHN HOWARD BEGINS A MOVEMENT TOWARDS CHANGE

During this time, John Howard travelled around Europe studying prison conditions and working toward their betterment. The work he began continues to this day through the society that bears his name.

While execution was still used for a shockingly high number of crimes, corporal punishment and deportation were, over time, replaced by incarceration, and the first steps were taken toward the notion that offenders didn't have to be maimed or executed.

The goals of incarceration at that time were providing public safety, preventing moral contamination within society and establishing a healthy environment for the inmates. This required continuous surveillance, physical separation of individual offenders and the incorporation of recently developed plumbing and ventilation techniques. Achievement of these goals required specific structures to be built.

THE AUBURN AND PENNSYLVANIA SYSTEMS

In England in 1787, Jeremy Bentham designed a prison with a circular arrangement of cells around a central observation tower. Variations on this concept would continue for the next two centuries. The Pennsylvania system, employed at the Eastern Penitentiary in Pennsylvania, extended this concept and required inmates to be completely isolated from each other, with cells arranged so as to preclude eye contact between offenders.

The Auburn system, developed in the early 1800s and named after a prison in Auburn, New York, allowed inmates to eat and work together during the day but forbade any verbal or non-verbal communication. At night they were housed separately in individual cells.

THE PROVINCIAL PENITENTIARY OF UPPER CANADA

"A penitentiary, as its name imparts, should be a place to lead a man to repent of his sins and amend his life."

—Province of Upper Canada, House of Assembly, *Journal* 1826.

"The expression of the purpose, for which every building is erected, is the first and most essential beauty; and should be obvious from its architecture."

—J.C. Loudon (1833), quoted in *The Kingston, Ontario Penitentiary and Moral Architecture* by C. J. Taylor in *Histoire Sociale/Social History*, 1979.

A legislative committee was formed in 1826 to tour Auburn Penitentiary and other prisons to learn from those designs. When the penitentiary in Kingston was planned in 1832, it was to be the largest public building in Upper Canada. On June 1, 1835, the Provincial Penitentiary of Upper Canada, later known as Kingston Penitentiary (KP), received its first six inmates into the south wing cellblock.

It was built according to the Auburn system and was heavily influenced by the writings of John Howard and by the views of reform-minded organizations such as the Boston Prison Discipline Society.

BUILD ON EXPERIENCE AND NEW IDEAS

The original design for the institution by William Powers, formerly an Auburn Penitentiary deputy keeper, was a hybrid of



An aerial photograph taken in 1919 by World War 1 flying ace Billy Bishop. The photograph was printed and sold as a postcard. The Penitentiary's original dome, which was destroyed in a disturbance in the 1950s, is clearly visible.

the tiered structure at Auburn and the cruciform or radial arrangement of Eastern Penitentiary. In designing the first wings, Powers, in an 1832 report to the provincial assembly, felt it was important to promote silence by isolating the inmate and providing for undetected surveillance, notions that were seen as reforms at the time.

According to C. J. Taylor (referenced above), for these reformers, the harmony and order often associated with classical architecture were thought to affect the people experiencing the design.

KINGSTON PENITENTIARY TODAY

While many changes have since occurred in prison philosophy, certain elements of KP's structure have become the prototype for penitentiary design in Canada.

KP today, 166 years after its opening, continues to function as a maximum security

federal penitentiary and has been a national historical site since 1989. Additions and changes to its substantial and solid architecture have been made in such a way as to maintain the institution's essential early exterior features: the limestone walls, rounded windows and grey roofs. The long and often controversial history associated with KP has been carefully collected and maintained by the Penitentiary Museum located in the old warden's residence on King Street across from KP.

George Centen, Director of Facility Planning and Standards, Facilities Branch, Correctional Service of Canada, doesn't believe that KP's continued use as a correctional institution for more than 160 years is due to superiority of the original design.

"I don't think it's a function of an institution's adaptability or flexibility or even that it's a positive type of environment," he says of

KP's longevity. "There are lots of considerations why an institution gets rebuilt or redeveloped and continues on.

"In Kingston, we have this incredible tradition and history. It may well be one of the oldest public buildings in Canada and one that is still used for its original purpose but it has gone through enormous changes over the years." ♦

For more information on the history of Kingston Penitentiary and corrections across Canada, contact:

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In the 1920s, Kingston Penitentiary inmates descend the large staircase in the Shop Dome Building, carefully watched by officers. The staircase still exists today.

Where We Are Today

Photos: Steven Evans



Living units at the Grand Valley Institution for Women (GVI), each built to house up to eight residents.

CSC's Institutions Move Into the 21st Century



Photo: Steven Evans

Natural light spills into a passageway within the main building at GVI. The building houses several offices and services (including administration), classrooms and a spirituality centre.

By the 1950s, the iron bars were beginning to disappear and cells had a view to the outside world. New institutions began to emphasize privacy, with smaller ranges and solid doors for each cell. For the first time, inmates were allowed the freedom of an evening sitting room with television as entertainment.

In time, fences topped with razor wire replaced the ubiquitous high stone walls associated with prisons in popular imagination. In the 1980s, these fences were equipped with perimeter intrusion detection systems (PIDS) which made them even more secure.

A CAMPUS-STYLE INSTITUTION: “THE INNOVATION OF ITS TIME”

The rapid rise in Canada’s prison population during the 1960s and ’70s presented a challenge to CSC in terms of housing inmates. Many of the federal penitentiaries in use today were built during this period. In fact, during that time, CSC added approximately 4,000 beds to its capacity.

Four medium-security institutions that opened in 1966–67 adopted a “campus” style: Cowansville in Quebec, Springhill in the Atlantic Region, Warkworth in Ontario, and Drumheller in the Prairie Region.

“They’re a little more regimented in terms of the movement patterns between buildings,” says Mr. Centen, Director of Facilities Planning and Standards, Facilities Branch, CSC, “but the buildings were basically placed around the site so it is a campus *per se*. And that was really the innovation of its time.”

BOWDEN INSTITUTION AND THE DIRECT SUPERVISION MODEL

Opened in 1974, Bowden Institution in Innisfail, Alberta, contains five separate living units, each in a cross shape with control posts at their centres, as well as offices for the staff involved in unit supervision. Movement is controlled at the front doors of each unit and through the direct interaction of staff with offenders.

“Direct supervision is premised on the ability to see all major areas from one central location,” says Mr. Centen, “so as a result, it’s a very open unit where you can see everything from one location. . . . The direct supervision model at Bowden was the first real attempt to move all the unit staff into the unit.”

There are no physical movement barriers except for the controls of the individual cell doors and the front doors of each unit. Eating

facilities are located in a shared but separate building, where inmates also prepare meals under staff supervision.

WILLIAM HEAD INSTITUTION AND THE RESPONSIBILITY MODEL

Opened originally as a minimum-security institution in 1959, William Head Institution near Victoria, British Columbia, was redeveloped in 1992 into a medium-security complex. This project provided 200 beds arranged into five neighbourhoods of 40 beds each. Each neighbourhood comprised four duplexes, with each half of the duplex having five rooms. In these duplexes, the inmates prepare their own food and work together to organize the housekeeping.

“In the William Head model, which is a responsibility model, the emphasis is on the individual to live in such a way that they demonstrate responsibility, the responsibility that is required to reintegrate into the community,” says Mr. Centen.

This model relies on both the increased responsibility of individuals for their own growth, development and personal behaviour, and upon positive interaction between staff and offenders.

“And that,” says Mr. Centen, “is best conducted in a non-threatening environment. And that is why the environment is more a residential type – to promote a good relationship between staff and offenders.”

THE VALUES OF THE MISSION PLAYED OUT IN ARCHITECTURAL TERMS

“The concept for William Head was originally developed in late 1989, early 1990, and it came on the heels of the [CSC] Mission,” says Mr. Centen. “We seized upon the values



Photo: CSC Archives

Bowden Institution in Innisfail, Alberta, with its five living units (left). Many of the staff who work with offenders are stationed in the living unit. Bowden is the first medium-security federal institution in Canada built according to the requirements of the direct supervision model.



Photo: Kerun Ip

Buildings at Fenbrook Institution in Gravenhurst, Ontario



Photo: Kerun Ip

An aerial view of Fenbrook Institution, opened in 1998, with the living units alongside the curving pathway (top). The red-roofed units (bottom) belong to Beaver Creek Institution, a minimum-security institution that opened in 1961.

inherent in the Mission document and just played them out in terms of the architecture.” He says that it really spoke to a community type of residence that promoted good staff–offender interaction and “that put a lot of emphasis on the individual to demonstrate that they were growing and developing and moving towards being more responsible.”

GRAND VALLEY INSTITUTION FOR WOMEN

Grand Valley Institution for Women (GVI) in Kitchener, Ontario, is one of five federal institutions for women offenders built across Canada following the recommendations of the Creating Choices Task Force. It’s similar to institutions built in Edmonton, Alberta, Joliette, Quebec, and Truro, Nova Scotia. A fifth facility was built in Maple Creek, Saskatchewan, for Aboriginal women. These institutions represent a move towards a more residential style for women serving federal sentences in medium- and minimum-security facilities.

From the road in front, the administration building resembles the neighbouring light-industrial structures. A parking area and a delivery zone flank a circular driveway that

leads to the main gate. The CSC sign alerting people that they are entering institutional property and the high fence are the only features that call attention to the fact that this building is different from those surrounding it.

Originally, as with virtually any new correctional facility, there was some resistance to locating the institution in Kitchener, adjacent to a residential area. Dee Germain, Acting Chief, Administration Services, says there is now “a very supportive community.”

The Administration Building, which serves as an entrance to the institution, is flooded with natural light from large two-storey windows that look out over the living units and circular compound. The staff here are non-uniformed and those who would be called correctional officers in most other institutions are referred to here as “primary workers.” In addition to their role as security officers, they also have case management responsibilities.

There are 11 grey units spaced along a road that circles a central compound, each housing up to eight offenders. From most of the living units, the surrounding light-industrial buildings are not noticeable.

Inside this seemingly comfortable community, there is a living unit for women with mental health or coping problems called a Structured Living Environment (SLE). It holds up to eight individuals and has a psychologist, primary workers, behavioural counsellors and nurses stationed on-site.

The atmosphere at GVI is as relaxed and pleasant as most are ever likely to see at a correctional facility. So it was a bit of an adjustment for some of the women who came from the Prison for Women in Kingston.

“Nevertheless, as a correctional facility,” says Ms. Germaine, “women are required to follow their correctional plan and be held accountable for their actions and choices.”



Photo: Steven Evans

A detail of the Administration Building at Grand Valley Institution for women (opened in 1997). It is one of three new regional facilities for women built based on the recommendations of Creating Choices: The Report of the Task Force on Federally Sentenced Women (1990).

FENBROOK INSTITUTION: THE MELDING OF TWO MODELS

Fenbrook Institution is situated about 180 kilometres north of Toronto, Ontario, and is sheltered by the expansive forests of the Laurentian Shield between the towns of Gravenhurst and Bracebridge. Approaching it, you pass minimum-security Beaver Creek Institution (1961) with which it shares a large tract of land.

Fenbrook Institution is the first male medium-security facility to have been built in the Ontario Region in the last 25 years. Its design took both the direct observation model and the responsibility model and melded them into one. It is first and foremost a responsibility model, with small residences housing individuals who are responsible for their day-to-day living activities, like cooking and housekeeping. However, the design takes into account that at a certain point, it is preferable to integrate staff and inmates into the same physical structure.

THE FIRST INSTITUTION BUILT ENTIRELY UPON THIS HYBRID CONCEPT

Fenbrook was the first entire institution to be built along the concept of a hybrid of two models. It combined the Bowden type of direct supervision model where the staff are located within the unit and the William Head residential responsibility model where the



Photo: Kerun Ip

The atrium of a living unit at Fenbrook Institution, lit by a skylight, with a control post facing the entrances to each of the residential apartments

individual has a shared responsibility for cleaning and preparing meals in his residence.

The institution is surrounded with a double row of fences topped with razor wire and equipped with PIDS, a feature of non-walled medium-security federal correctional facilities across Canada. However, once within the institution, the fencing blends into the surrounding forest and the eye is drawn towards the collection of grey-roofed buildings that seem no higher than the surrounding trees.

Walkways lead around the institution and to each building. There is a sense of being encircled, but by the buildings and the trees, not fences.

TWELVE RESIDENCES FORM ONE UNIT

The layout of the living units is somewhat unexpected. From the outside, they do not appear as large imposing units, but once the observer is inside, that impression is dispelled. It becomes clear that the central post, staffed by a correctional officer, is positioned in front of the entrances to many separate residences.

“What Fenbrook did was combine those 12 residences into the confines of one building,” says Mr. Centen, “forming one unit from a functional and operational perspective. So all the staff that relate to those individuals (parole officers, psychiatrists, unit managers, etc.) and all of the day-to-day functions relat-

ed to those individuals are integrated into the same building.”

PROTECTING SOCIETY DOESN'T JUST MEAN LOCKING A GUY UP

Correctional Supervisor Doug Cassin has worked at Fenbrook since it opened. As he walks around the grounds, he talks about how living in one of these residences teaches inmates to interact and take responsibility.

“One of our mandates,” he goes on to say, “is to protect society and that doesn't just mean locking a guy up for his whole sentence and forgetting about him. A prison built on this concept is something I strongly agree with. I really do, or I wouldn't be here.” ♦

The Retrofit of Collins Bay Institution

In December 1931, four years after the first talking motion pictures were introduced, inmates started arriving at the new Preferred Class Penitentiary, Ontario, as Collins Bay Institution (CBI) was originally known. Today, this aging institution is starting to undergo an extensive retrofit to bring it up to the standards of corrections in Canada in the new millennium.



The distinctive red-roofed Administration Building, towers and walls of Collins Bay Institution



A medium-security facility located in Kingston, Ontario, CBI follows a central spine concept with all housing and most activity spaces, except industries, linked to the spine or, as it is commonly known, “the strip.”

DAMAGE FROM DISTURBANCES

In 1997, a major inmate disturbance took place and, as a result, Unit One was closed and never reopened. An officer who was present during the disturbance noted that while the range was extensively damaged, the inmates’ personal property was generally untouched.

“Their beds were made,” he remembers, observing that people do not destroy things if they feel a sense of ownership, as they do in a responsibility model institution.

“The damage had reached the point where it wasn’t feasible to fix it anymore,” says Cindy Herrington, Commissioning Officer at CBI and the person in charge of the ongoing CBI retrofit.

LONG APPROVAL PROCESS BEGAN IN 1999

Ms. Herrington has first-hand knowledge of how long and demanding the approval process for making extensive changes in a federal correctional facility can be. A few “show stoppers” have hindered the process. First, based on our knowledge of corrections in 2001, the retrofit must create a positive correctional environment for offenders and a positive working environment for staff. Second, public funds will be required to make the necessary changes. And third, the changes that will be made should be advanced enough to be able to work well for decades to come.

“I have been on the job since 1999,” says Ms. Herrington, adding that planning for the retrofit had begun even before her arrival. “The retrofit originally began with us just



An aerial view of Collins Bay Institution in Kingston, Ontario, which began receiving inmates in 1931. The “strip” extends directly out from the red-roofed Administration Building past the blue-roofed building, which contains two living units that are offshoots of the strip. Until now, all living units have been attached to the strip.

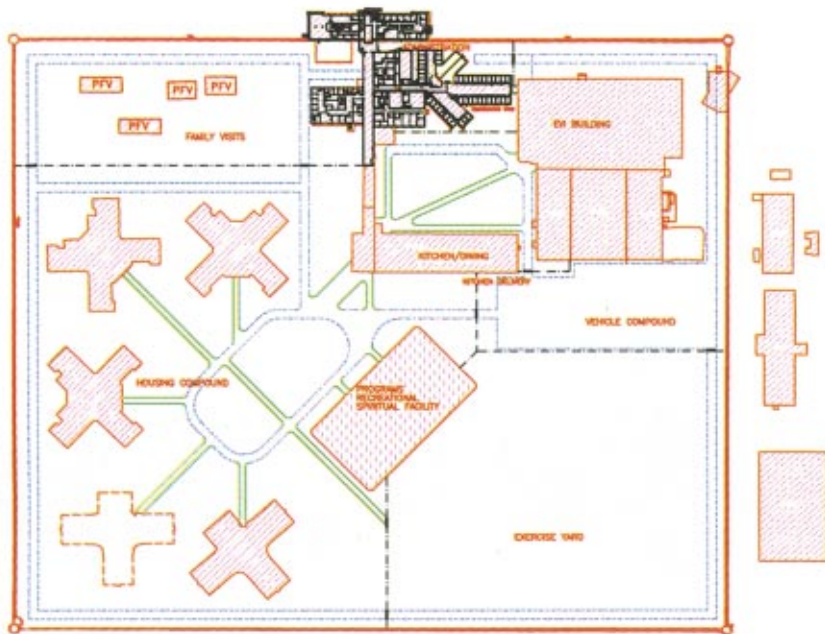
going to new living units,” she says. After initial discussions and work, a few proposals were presented to CSC’s Executive Committee. Once they had approved the overall plan for the retrofit, a submission had to be prepared and presented to Treasury Board (TB).

“You don’t begin the design until you have your major consultants on board, and in order to do that, you have to write a Request

for Proposal ahead of time,” explains Ms. Herrington. “It took us eight months to write this,” she says, holding up a wad of sheets as thick as an encyclopedia, sheets that contain detailed information about all that is required of consultants and contractors in each phase of the retrofit.

“It took us almost two years to finally get TB approval [January 2001].”





The plan for the final phase of the retrofit. Several of the existing buildings will be replaced by one Fenbrook-style living unit and possibly a second (at bottom left of the design) and three Bowden-style units (toward the middle of the picture). One of the blue-roofed living units will be converted into a kitchen for the use of inmates in the Bowden-style living units.

KEEPING STAFF INFORMED AND INVOLVED

In November 2001, the planned changes were available in "footprint" form only – a simple

"The 'strip' is a very structured, in-your-face zone, within which individuals will pass one another. . . but they're not necessarily contributing to one another's existence in that zone."

rendering of the outlines of the buildings. As the retrofit project moves forward, Ms. Herrington says that presentations have been taking place to keep staff informed about the changes and, where feasible, to involve them in the process.

"During each design phase, staff input will be actively solicited," she says. "For example when we design our kitchen, the design committee will include a representative from the staff on the floor, a representative from the supervisors, the architectural firm that will be doing the design, our own in-house architect and me. We'll do the initial designing and when we get some initial working designs, then we will bring in the plant maintenance people and the security people. So everybody gets to have a say during the design phase."

THE "STRIP"

The most striking interior feature of CBI is the "strip," a long and straight corridor that starts at the Administration Building offices. The barriered entrances to living units branch out from the strip. Currently some of the units are unused due to downsizing necessary for the retrofit.

George Centen, Director of Facility Planning and Standards, Facilities Branch,

CSC, believes that it is important for the design of the institution to provide more subtle and unstructured opportunities for observation and interaction.

"The 'strip' is a very structured, in-your-face zone, within which individuals will pass one another," he says. "But they're not necessarily contributing to one another's existence in that zone."

In the planned retrofit, much of the current strip will disappear.

LIVING UNITS TO BE BASED ON TWO DIFFERENT MODELS

The footprint plans for the retrofit call for many changes within CBI's high walls. All existing living units will be demolished, except for one that will be converted into a kitchen. Four new living units are planned, with a fifth being considered for later construction.

Plans for three of the units are based on the direct supervision model used at Bowden Institution. The units there have proven successful for more than 20 years. Offenders in these units will travel to a dining room for meals, as they do at Bowden.

The fourth unit will be built based on those designed for Fenbrook Institution. Offenders will be responsible for ordering and preparing their own food within a budget, and for the day-to-day cleaning and maintenance of the residential area.

LOCAL COMMUNITY BENEFITS FROM CHANGE

In terms of the effect of the retrofit on the community, Ms. Herrington feels that by keeping the retrofit within CBI's walls and not changing the security level or the number of inmates, the impact on the community can only be positive.

"We have the potential of offering fairly significant employment associated with construction in the area as the institution is being retrofitted," she says, adding that the cost of building a new facility was estimated at \$89 million, making the \$58-million retrofit by far the less expensive option. "Also, we're right across from car dealerships, a Wal-Mart and other commercial establishments, and we're surrounded by residential subdivisions."

FULL SPEED AHEAD

"We're aiming to have the first spade in the ground by June 2003, and everything finished by October 2005." She estimates that CBI will be back at a full count of over 400 inmates by then.

"We're going to have modern facilities for the offenders and for staff, and that's important," she says. "Environment is important." ♦

Community Adult Mentoring and Support

By Bill Rankin, Communications Officer, Communications and Consultation Sector

A new restorative justice initiative, Community Adult Mentoring and Support (CAMS), promises to increase public safety and help long-term offenders cope with the outside world once they have been released.

"We're very excited about it," comments Volunteer Co-ordinator Honora Johannesen. "It has its roots in Circles of Support, but it's for offenders on statutory release rather than for those who have reached warrant expiry."

The program was developed by Area Director Bob Brown and Restorative Justice Co-ordinator Andrew McWhinnie of Victoria Parole, in partnership with the Church of St. John the Divine. High-needs, high-risk offenders are matched with community mentors, their goal being to complement the work of parole officers and halfway house personnel by supporting and befriending the offenders, meeting with them regularly, celebrating accomplishments and establishing a "covenant relationship." The covenant is a written document that spells out both the offender's and mentor's expectations. It must be adhered to if the relationship is to succeed.

Volunteers come from a variety of backgrounds: faith-based communities, Victoria Parole's volunteer register, colleges and universities, and other concerned groups.

Volunteers come from a variety of backgrounds: faith-based communities, Victoria Parole's volunteer register, colleges and universities, and other concerned groups. Prospective mentors undergo a thorough selection and screening process before taking the 10-week training program and meeting the offenders.

Volunteer Marcia Williams became involved because she has long possessed an interest in people who are "on the edge" of society and their relationship with communities. "How quick many of the public are to judge the strange, the eccentric," she commented. "Their attitude towards offenders is much the same as it was towards the disabled 30 years ago. For me, mentoring has been immensely interesting and rewarding – a real learning experience."

Critical to the success of the program is compatibility between mentor and offender. Ideally, the two parties meet in an informal session 90 days before the offender's release date to chat and see if they "click." In the case of mentor Zsolt Kapus, the fit was instantaneous. "I'm a big hockey fan," said Kapus. "On our first meeting, he [the offender] came in wearing a Vancouver Canucks jersey. We started talking hockey right away."



Volunteer Flo McLean (left) talks with Program Delivery Officer Judy Byron during training.



CAMS Co-ordinator Honora Johannesen at the volunteer graduation celebration

If all goes well, the mentor is then permitted to read the offender's confidential file and regular visits are scheduled. Working together, they make realistic long-term plans. By release date, their relationship has solidified and the inmate is ready to be re-introduced to the world and assisted with shopping, banking, job searches, and many other day-to-day activities. Training in relapse prevention, self-care, personal boundaries and substance abuse gives the volunteer the "tools" to stay safe while assisting the offender to re-enter the community.

Honora Johannesen is quick to credit the important role that the church plays in the initiative. "We couldn't do this without St. John the Divine. They provide liaison with other communities, advertising to attract volunteers and the space to train them."

Mentor training has been provided by other volunteers from the community and from the Correctional Service of Canada – parole officers, psychologists, chaplains and other professionals who contribute their experience and give the would-be mentors new insights.

Ms. Johannesen presented a workshop on the initiative "Citizens in Action" at the National Volunteer Conference in Ottawa, November 30–December 2, 2001. For more information, contact Honora by e-mail at Johannesenhm@csc-scc.gc.ca or phone: (250) 363-0105. ♦

CSC Volunteers' Passion Knows No Boundaries

By Djamila Amellal and Bill Rankin, Communications and Consultation Sector and Dennis Finlay, Regional Communications Officer, Pacific Region

Pacific Region

Heidi Smith, Quality Assurance Co-ordinator, Violence Prevention, Family Violence and Sex Offender Programs at Regional Headquarters, does a remarkable amount of volunteer work for her city, Mission, British Columbia. She's a highly dedicated and active member of the Mission Adopt-a-Block Society, and during her tenure as instructor at the regional CSC staff college, she regularly recruited entire classrooms of students and other instructors to join her in cleaning up the parking lot, roadways and common areas around the college. "Cleaning up litter is soothing," Heidi claims, "like meditation." On weekends, she organizes work groups to collect the unsightly assortment of litter along Mission's highways and in public parks and community playgrounds.

During the past two years, Heidi has been the volunteer co-ordinator for the Clarke Theatre, organizing and coaching a large team of ushers to work at the theatre's live productions. She continually looks for ways to make a difference in the community and goes out of her way to inspire friends and co-workers to join in. "I 'guilt' them into joining me," she admits.

Heidi sets an excellent example for others by showing them how to make their community a better place in which to live.



"Auntie Litter" (left) shows volunteer Heidi Smith how to get the job done.

Prairie Region

At Grande Cache Institution in Grande Cache, Alberta, there's a man who knows something about the limits of human endurance. Paul Bailey, Acting Assistant Warden, Correctional Programs, is co-organizer, along with Parole Officer Dale Tuck, of the Canadian Death Race (CDR), one of the most grueling eco-challenges on the planet. The annual CDR actually consists of three separate, independent races: by foot, mountain bike and snowshoe. The races follow the same course – a lung-searing, muscle-cramping 125 kilometres of formidable terrain: up three mountain summits and, finally, across Hell's Gates canyon, at the confluence of the Smoky and Sulphur rivers.



Paul Bailey trains for the Canadian Death Race

The Death Race has grown larger each year, attracting fierce competition from around the world. In 2000, the first year of the race, the running segment started with 190 competitors; in 2001, the same segment attracted more than 560 competitors. The event bolsters the Grande Cache economy, adding an estimated \$1 million per year to local coffers.

Paul estimates he spent more than 1,500 volunteer hours in 2000 on the project and over 2,000 hours in 2001. His CDR Web site (www.canadiandeathrace.com) receives more than 300,000 visits per month. Organizers were awarded "Best new sporting event in Alberta" and were runners up as "Best new sporting event in Canada" in 2000. The races have received worldwide television coverage

on various channels and next year they will be added to Extreme Sports Channel South America, the Travel Channel and Extreme Sports Channel USA.

"I could spend all day talking about what makes this race special," says Paul. "People want to have fun so we've made it very doable for weekend warriors. It's about putting fun back in racing but, at the same time, making it the hardest race in Canada. . . . I love seeing the participants reach down inside themselves and accomplish this huge goal. It's great watching the drama unfold."



Jan Holland, a volunteer for all seasons.

Ontario Region

Jan Holland, Chief of Health Services at Pittsburgh Institution, hails from the tiny borough of Seeley's Bay, 25 miles east of Kingston. Until Jan and some of her compatriots decided to do something about it, the town didn't have even one physician. But that changed after they hatched a plan, held two community auctions and collected a whopping \$23,000 – enough to start a physicians' centre of their own.

With her medical savvy, Jan knew what was needed to equip the facility. She shopped around, buying the big-ticket items second-hand as well as new items – everything from office furniture to blood pressure cuffs. Once the centre was completed, attracting medical professionals was not difficult. Seeley's Bay now has one part-time and two full-time doctors, a nurse-practitioner and a chiropractor.

"My biggest motivator," says Jan, "is teaching my children the importance of giving back to the community."

Jan gives back to the community in other ways, as well. She had a good friend who died of breast cancer; the tragedy spurred Jan to join the Cancer Society of Canada and a local group, Breast Cancer Action (Kingston).

Winter carnival time finds Jan involved in organizing an old-timers hockey tournament between locals and rink rivals south of the border. Cooking church suppers and planting trees fills up the rest of her spare time.

Quebec Region

Another Correctional Service of Canada employee who has given outstanding service to his community is Camille Trudel. Camille is a program manager at Quebec's Regional Reception Centre. Even with his professional and family responsibilities (he's the father of four daughters), he has shown tireless commitment and boundless dedication to community work for 35 years.

Camille volunteers for many organizations and works extremely hard in the recreational sector. For example (and this is only one of Camille's pet projects), he has done an exceptionally fine job for 15 years as president of the Société des fêtes et des festivals du Québec [Quebec Society for Public Events and Festivals], giving 360 hours of his time every year to this cause. He has organized more than 200 festivals and events, and created the *Guide des festivals et attractions* [Festivals and Attractions Guide] and many other information brochures to promote

Quebec tourism. He has organized shows, tourism trade fairs and development workshops on event management and organization.

When asked why he is so dedicated to public service and so generous with his time, he says, "I'm a guy who likes a challenge, and when you think you're really getting something done, when you meet your objectives and see the changes you've helped to bring



Camille Trudel at a golf tournament he organized for peace officers

about in your community, and you can pass on a taste for community commitment to others, that spurs you on even more."

Everybody who knows Camille says he's a very determined man who has left an impression on many people. Specifically, he has helped educate the public about the importance of festivals and events for the economy in general and tourism especially, as well as on the social and cultural levels.

Not surprisingly, in November 1999, Camille Trudel was the recipient of the Dollard-Morin Award for volunteer work in the recreational sector. And every day of every year, he has earned the respect of his peers.

Atlantic Region

One of Marshall Gaston's most memorable experiences occurred shortly after he joined the Miramichi volunteer firefighters. It was dusk, the end of a frosty November day. A man on a snowmobile had plunged through thin ice on the Miramichi River. The machine sank swiftly to the bottom while the driver floundered in the icy water and shouted for help. A crowd gathered by the river's edge, drawn by the cries of distress, but they stood frozen, not knowing what to do. That's when Marshall happened to pass by. He and an off-duty police officer scoured the shore for a

vessel and spotted a flat-bottomed row boat. Together they raced across the ice, pushing the boat ahead of them. When they reached the victim, they quickly dragged him onboard and headed back to shore.

For his effort, Marshall received the St. John's Ambulance Lifesaving Award, presented by the Lieutenant-Governor of New Brunswick. Since then, whenever he runs into the man he saved, the man smiles and



Volunteer fireman Marshall Gaston

exclaims, "There's my buddy!" To Marshall, this simple, heartfelt response is priceless.

A carpenter in the maintenance department at Atlantic Institution, Marshall started as a volunteer fireman with the Miramichi Fire Department, District 1, back in 1987, his motive being to "help out the community." Since then, he has honed his firefighting skills in drills every Wednesday night at the district "smokehouse" and training centre, and has answered calls for hundreds of serious fires.

When they're not facing an emergency, Marshall and his District 1 fire hall buddies sponsor pancake breakfasts for muscular dystrophy, raise money for the local high school and hold a "wild meat night" at the end of the fall hunting season.

Marshall says his heart goes out to the families of firefighters who lost their lives in Lower Manhattan on September 11th. He plans on attending a firemen's memorial service in New York City at Ground Zero that will be scheduled once the recovery effort is complete.

Marshall's wife, Anna, is justifiably proud of her husband's volunteer work, but sometimes she wonders if Marshall pays his fire department mates to page him at certain times. "It always seems to go off as I'm assigning him some household chore!" Anna teases. ♦

**For his effort, Marshall
received the St. John's
Ambulance Lifesaving
Award, presented by the
Lieutenant-Governor of
New Brunswick.**

A New Book

GOING UP THE RIVER

Travels in a Prison Nation

Review by Tommy Chouinard, a reporter with the Montreal newspaper *Voir*

(excerpt from an article published on page 8 of the September 27, 2001, issue)



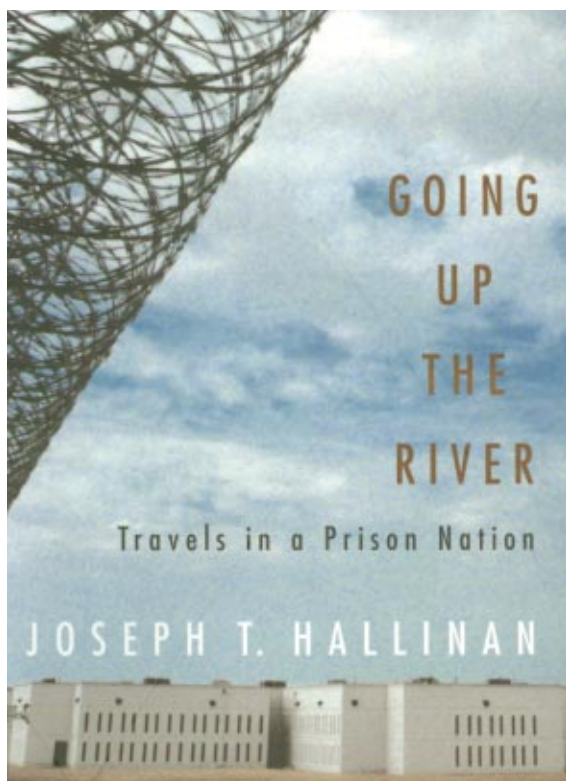
Joseph Hallinan, author of the recently published *Going Up the River: Travels in a Prison Nation*, says that American prisons are overly focused on punishment and tend to be run more for profit than for people. The 218-page book is a combination of gripping investigative journalism and travel stories gleaned from

his four years criss-crossing the United States and studying its prison systems.

To the author's way of thinking, trying to fight crime by locking up more people for longer periods under harshly repressive conditions is perverse, and must be denounced.

Hallinan, a reporter with the *Wall Street Journal*, has been writing about the American penal system for more than 10 years.

Going Up the River: Travels in a Prison Nation is available at the Solicitor General of Canada Library. ♦



In Memory of Lucille Matte



It was with sadness that we learned of the untimely death of Lucille Matte, who passed away on Saturday, September 8, 2001.

Lucille touched many lives with her big smile, positive attitude and sense of fun. You never heard Lucille say, "One of these days . . ." or "When I retire I will . . ." She lived every day to the fullest.

Lucille started her career as a parole officer in Laval in 1975. She worked in communities in Laval, Hull, Chicoutimi and Ottawa, and at William Head Institution in British Columbia.

For the last several years, she worked at National Headquarters in the Incident Investigations Branch.

Her strong personal values were apparent in the way she treated her friends, colleagues and clients. She cared about and was interested in those around her. Even in death, she reached out to help others by donating her organs.

Lucille took pride in what she did and was passionate about justice, fairness and equality. She loved life. She will be missed by many. ♦

LEADERSHIP Renewal

National Headquarters

Jennifer Wheatley

Director, Access to Information and Privacy Act
Effective May 25, 2001

Michèle Pilon-Santilli

Director, Media Relations
Effective September 24, 2001

Richard Harvey

Project Manager, OMS Renewal
Effective September 28, 2001

Cheryl Fraser

Assistant Commissioner, Policy, Planning and Coordination
Effective October 22, 2001

Regions

Thérèse Leblanc

Assistant Deputy Commissioner, Corporate Services,
Ontario Region
Effective September 13, 2001

Alan Alexander

Warden, Springhill Institution,
Atlantic Region
Effective November 6, 2001

Retired Administrators "Do Lunch" with Commissioner McClung

By Robert M. Clark, Harassment
Investigator/Consultant

Photos: Bill Westlake

What do correctional staff do after retirement? Well, for starters they hold meetings just like they did when they were working. It's a habit that's difficult to break! For the second consecutive year, a group of retired senior correctional administrators gathered informally at a local Ottawa restaurant to renew friendships, trade a few old war stories and, most significantly, to hear about the state of each others' health. The two luncheons have been organized around Jim Murphy's annual pilgrimage to Canada's capital from the west coast. This year, three retired commissioners and Commissioner McClung joined 16 retirees for lunch (in the same Ottawa restaurant as last year) on August 23, 2001.

This year's group of administrators represents more than 400 years of combined correctional experience! All are enjoying retirement in a number of different ways: some are doing consulting work; one has started his own business; another is enjoying a successful real estate career; another is performing volunteer work, transporting seniors to and from medical and hospital appointments; and yes, there are a few who have really retired, spending the frosty months in sunny climes, playing golf and generally enjoying themselves.

Attendees included: retired commissioners Paul Faguy, Don Yeomans and John Edwards joined by Commissioner Lucie McClung. Other retirees include: Bill Westlake, Senior Deputy Commissioner; Al Wrenshall, Inspector General; Tom Epp, Senior Investigator; Gene Niles, Regional Executive Officer; Jim Murphy, Deputy Commissioner, Pacific Region; Mary Cassidy, Warden, Prison for Women; Frank Purvis, Security Investigator, Regional Headquarters, Ontario; Dr. Roy Brown, Psychiatrist, Prison for Women;



Retired Commissioner Paul Faguy
and retired Regional Deputy
Commissioner, Pacific, Jim Murphy



Left to right: Frank Purvis, Roy Brown, Tom Epp,
Commissioner McClung, Don Yeomans, and Paul Faguy
(back to camera)

Bob Clark, Deputy Commissioner, Atlantic Region; Tom Crawford, Director Technical Services, NHQ; Sam Brazeau, Warden, Bath Institution; Karen Wiseman, Director of Intergovernmental Affairs, NHQ; Marjorie David, Director of Industries, NHQ; Jim Vantour, Director General Incident Investigations, NHQ; Brian Marley-Clarke, Director of Staff Training; Jack Cadieux, Assistant Commissioner, Policy, Planning and Administration, NHQ. ♦

**This year's group
of administrators
represents more
than 400 years
of combined
correctional
experience!**

Get It on the Net

Information about corrections and
correctional issues currently available
on the Internet

CBC: Inside Canada's Prisons

<http://www.cbc.ca/prison/index.html>

A portion of CBC's Web site is devoted to the series on the federal correctional system. It contains on-line features such as a video tour of the Special Handling Unit (SHU) in Quebec Region and an interview with a dangerous offender in Atlantic Region. Numerous other video reports can be viewed, covering topics such as lifers, women in prison and correctional officers. There are also links to other articles on corrections that have appeared in *MacLean's* magazine.

Hong Kong Correctional Services

<http://www.correctionalservices.gov.hk/>

This Web site describes the Correctional Services Department of Hong Kong, which has over 7,000 staff and is responsible for the administration of 24 correctional institutions, accommodating about 11,000 inmates. Its institutions include minimum-, medium- and maximum-security prisons, a psychiatric centre, and training, detention and drug addiction treatment centres. There are also four halfway houses, a reception centre for Vietnamese illegal migrants and two custodial wards in public hospitals. The site provides an easy way to find information about each institution.

Tattoos

<http://www.convictsandcops.com/tattoo.htm>

Part of an Web site entitled "Cops and Convicts" created by Sergeant Ken Whitley from California, this page discusses some of the aspects of tattoos and the information they convey, particularly in a correctional setting. The page contains a list of meanings for particular tattoos, such as a clock-face without hands signifying "doing time" or tombstones with numbers representing the number of years inside. There are several examples of prison tattoos and ways to buy more examples in compact disc format. ♦

Canadian Police and Peace Officers' Memorial Service 2001

*They Are Our Heroes.
We Shall Not Forget Them.*

Photos: Bill Rankin



Killed in the line of duty; hats of the fallen officers.



The Correctional Service of Canada Honour Guard parades past the West Block on Parliament Hill.



Photo: Tamara Cailey

Beaver Creek and Fenbrook Institutions' Honour Guard lays a wreath at the gates of the American Embassy in Ottawa in memory of the officers who lost their lives on September 11, 2001. Left to right: Scott Ritchie, Ryan Dewey, Denis Lanteigne, Jason Parliament, Liz Bongers, Kevin Way, Paul See, Ken Cripps



Left to right: Correctional officers Gaston Bélanger, Regional Treatment Centre, Alec Murdoch and Gerry Daniels, Millhaven Institution, march towards Parliament Hill.



The Right Honourable Paul Okalik, Premier of Nunavut, about to lay a wreath. To his right are Lawrence MacAulay, Solicitor General of Canada, Media Relations Executive Richard Moore and Commissioner Lucie McClung.

Dedication of a Marker for Daniel Rowan

By Bruce Anderson, Regional Administrator, Security, Pacific Region (currently on assignment as Canadian Team Leader of the Kosovo Project)



Photo: Bruce Anderson

Law enforcement staff at the summit of Mt. Piceli in northeastern Kosovo pay homage to Dan Rowan.

On Wednesday, October 24, 2001, under a brooding sky, a group of law enforcement staff journeyed to the summit of Mount Piceli in northeastern Kosovo to dedicate a marker in memory of Daniel Rowan. Attendees from the cities of Lipjan, Pristina and Vushtrri assembled in Mitrovica and travelled by convoy to Mt. Piceli. The convoy wound its way through villages scarred by war, past an ancient Ottoman Empire mosque and past a collection of woodcutters gathering logs for winter fires. A two-kilometre, 45-minute climb up mountain switchbacks, resplendent with autumn colours of gold and red, brought the procession to the summit.

To this day, remains of the crashed aircraft, in which Dan Rowan was a passenger, are scattered over the rocky slopes. The view from the top of the mountain is spectacular, and one is struck by the utter peace and beauty at the site of such human tragedy.

Ray Cardinal, a CSC employee who was until recently on a leave of absence and serving with the United Nations in Kosovo as director of the Mitrovica Detention Facility, organized the event. He started the dedication ceremony with these words:

On November 12, 1999, while en route to Prishtina, Dan Rowan, who was just 34 years old, lost his life along with 23 others, when the United Nations plane they were travelling in crashed into this mountain. Dan Rowan was a member of the Correctional Service of Canada, here to contribute to the rebuilding of the penal system in Kosovo. Dan Rowan is remembered by all those who had the privilege of knowing him as an open and generous person, with a moment for everyone, whose wit and humour lightened many a load and helped create a sense of fun and a feeling of enthusiasm in the workplace. Dan was many things to many people; his warmth and approachability endeared him to all those that he met. His wife Pierangela and two children, who reside in Ottawa, Ontario, Canada, survive Dan. This memorial is dedicated to Dan, to forever remind us that he made the ultimate sacrifice for the benefit of the people of Kosovo.

This speech was followed by remarks from William Irvine, Head of Penal Management in Kosovo, and from Veli Gashi, Deputy Commissioner of the Kosovo Correctional Service and recipient of the first Daniel Rowan Award for Professional Excellence.

Mr. Gashi said:

There are no words to either describe or weigh this sacrifice for the whole world because even humanitarian help, with the best intentions, sometimes takes great sacrifice, like it unfortunately happened on November 12, 1999, when we lost our great friend Mr. Daniel Rowan. Mr. Rowan, with his work, will stay forever in the memories of future generations. He is part of this history . . . Mr. Rowan, with his work, will be immortal in the hearts of all the Kosovars, and especially in the hearts of my family. . . . I am very proud that the first award named after this great person is given to me . . . and we will do our very best to put to practice the mission that Mr. Rowan started.

Following the remarks, a Canadian flag was affixed to the marble marker that bears the inscription:

*Correctional Service of Canada
November 12, 2001
I CAN
I AM
I WILL
In Memory of Daniel Rowan
Rest in Peace*

The lone RCMP staff sergeant in his scarlet tunic saluted while Mr. Irvine and Mr. Gashi sang *Oh Canada* and laid a wreath. A period of silence followed as people took time to reflect before beginning the trek back down the mountain to their homes.

As they reached the paved roadway at the base of the mountain, members of the group glanced up towards the top of Mt. Piceli and saw the marker, a tiny white speck, with the red and white Canadian flag flickering in the wind. It will remain as a permanent tribute to the memory of Daniel Rowan. ♦

A Life-Changing Experience in Kosovo

By Bill Rankin, Communications Officer, Communications and Consultation Sector

The Correctional Service of Canada has been helping to rebuild the Kosovo Correctional Service since 1999, in co-operation with the United Nations Interim Administration Mission in Kosovo (UNMIK). Fraser McVie's experience was, in many ways, typical of what was encountered in the early days after the conflict ended. Other CSC employees who went to Kosovo will be profiled in future issues of *Let's Talk*.



Photo: Fraser McVie

An international security force armoured fighting vehicle rumbles through the streets of Pristina.

Amid the wreckage of a war that had ended only months prior to his arrival in Kosovo, Fraser McVie (Director General, Security Branch, Correctional Operations and Programs Sector) was tasked with developing policy and a strategic plan of action. He was scheduled to fly from Ottawa to London, England, where he would make a connection to Skopje in Macedonia, a staging ground for humanitarian missions in the Balkans. From there, the plan was to rendez-vous with United Nations officials and together they would make the overland journey by bus into Kosovo.

The Skopje airport, guarded by grim-looking border police armed with automatic weapons, was grey and cheerless when he arrived. There were no friendly faces waiting to greet McVie, only an immigration official who motioned him and other passengers towards a counter where they were required to hand over their passports and purchase visas before entering Kosovo. Most of the passengers didn't have the Macedonian currency.



"We were all looking around like lemmings, searching for someone to follow," said McVie. "Eventually a door opened down a hallway and a guy was there, ready to exchange money."

Outside, an official with a roster in his hands was waiting patiently beside a long white bus with "United Nations" (UN) stenciled on its side. Much to McVie's relief, his name was on the list of passengers. He climbed aboard and settled in for the final leg of his journey. For three hours, the bus laboured over rugged mountain terrain, around unguarded hairpin curves overlooking sheer vertical drops, until finally they neared the Kosovo border and joined a 20-kilometre line of transport trucks waiting to cross. On foot beside them trudged a weary column of Albanian refugees, streaming back into their country after the war, belongings piled high in carts and wheelbarrows or on their backs.

Finally, the UN bus made it past the border. As darkness fell, they rolled towards the capital city, Pristina, passing through fields and villages along the way. McVie got his first glimpse of the country that would be his host for the next few months. It reminded him of movie scenes of Allied-occupied Germany in the final days of World War II – crumbling brick walls pockmarked with bullet holes; jagged chunks of masonry ripped away by explosives; mounds of rubble dotting the streets; entire villages levelled; and more military vehicles than civilian traffic on the roads.

"Boy-oh-boy, am I out of my league here" – that was my first reaction," commented McVie. "I'd done a little bit of travelling before in Lithuania but nothing prepared me

for this. I tried to understand the kind of hatred that could result in this much destruction, but it was difficult to imagine." The fact that it was no weekend excursion began to sink in; it was clear to McVie that the coming months would require some steely resolve.

Once the bus reached the capital city, McVie checked into the UN Hotel, an establishment with no affiliation to its namesake. It was cold, dirty and, as he soon discovered, infested with bugs. But with lodgings at a premium and with nowhere else to go, the hotel became McVie's home for almost his entire stay in Kosovo.

The first days were a surrealistic experience. As McVie dodged through early morning traffic on the way to his cramped office quarters, surveillance helicopters circled overhead and armoured personnel carriers rumbled by, kicking up soot that had rained down steadily on the city from the smokestacks of the nearby coal-fired electrical plants. Soldiers and police from every nation thronged the sidewalk cafés, their M-16s propped against the tables while they sipped their coffee.

McVie joined his colleagues – Canadian, British, a few locals and one invaluable CSC staff member from Pacific Region. Besnic Dobreci is a Canadian citizen originally from Albania, who worked as a correctional officer (CO) at Mountain Institution before taking the Kosovo assignment.

"It was great to have Besnic there," said McVie. "He knew the language and the people, their culture. And he helped us all to get our feet on the ground so we could make some decisions. He could explain to us what was going on in the country."



Left to right: Fraser McVie, CSC; Paul Woodward, CSC; Veli Gashi, Kosovo Corrections Commissioner in Training; Yvonne Dobreci; George Nickel, CSC; Besnic Dobreci, CSC; Jari Lohi, Commissioner of Kosovo Corrections

What *was* going on in the country was the quickest and biggest refugee return in modern history, and also the quickest role reversal. As Albanians came home, tens of thousands of Serbs did not wait to find out what would happen next. Many of them, soldiers and civilians alike, packed their vehicles and fled, leaving chaos and destruction in their wake. The atmosphere they left behind was rife with suspicion and hatred against the Serbs who chose to stay and against Albanians branded as Serb collaborators. The wounds of war were still raw and some thirsted for revenge.

THE UN TAKES CONTROL

The UN Security Council resolution that ended the bombing, ushered in the UN's presence, and set up the UN Interim Administration Mission in Kosovo (UNMIK).

"My first job became convincing UNMIK authorities that corrections is not something you do with a handful of people," said McVie. "The prisons were in a chaotic state, being used as lockups run by an international police force. One jail was being run by the UN, the others by a civilian police force – a collection of police officers of various nationalities who had a very difficult time communicating with the prisoners due to the language barrier."

"What we learned very quickly was that police officers don't make very good jailers. They don't have any experience in managing prisoners, feeding them, or handling visitors."

"A number of dramatic escapes and a rising number of newly convicted criminals put further pressure on us to speed up reform. The plan was to take over the management of their jails and turn them into a real prison system. But we didn't have the mandate or the protection or the tools we needed – no insurance, no access to UN vehicles, and a

great shortage of interpreters and drivers."

"One of my proudest accomplishments was going to the UNMIK authorities with a plan and saying 'Here's what needs to be done to take over these prisons.' I told them they would have to invest more, at least two administrators for each prison. Eventually, they agreed to a two-year plan that included financing and a well-defined mandate."

FINDING RECRUITS

The second and more time-consuming problem was finding qualified people to fill these positions, people who were willing to make a six-month commitment to work in Kosovo. It took months to find the right people – from Canada, Britain, Italy, the Netherlands, Finland and Kosovo. Besnic Dobreci personally interviewed and selected more than 300 new correctional officer recruits for the new Kosovo Correctional Service. It was a very difficult job due to the wide cultural divide between the peacemakers and the local people. During the past 10 years of Serb control, no Kosovar-Albanian had worked for the government in any capacity.

When McVie first toured the prisons, he observed prisoners cowering in the presence of officials. "They'd grown up in a society where beating prisoners was normal punishment. It was hard to explain to them how due process should work, the concept of using only necessary force, negotiating to get at the root of problems. Concepts that we take for granted are not always familiar to people from other countries."

"It helped that we were Canadians. We have credibility as a peace-building country and the local people listened to us. They had to be shown how our principles could be applied, but once they saw them in practice, they started to adopt them."

DEALING WITH PRISONERS

Albanians have strong family ties and are used to living in communal settings with uncles, aunts, cousins and grandparents, so it was natural that prisoners preferred to live in large groups, provided they were from compatible backgrounds. Much to McVie's surprise, placing a prisoner in a single cell was regarded as punishment, the equivalent of solitary confinement in Canada.

"You had to get your mind around that and you had to be careful not to put Serbs and Albanians together. That was tricky. You were never quite sure what the various rivalries were, but it was clear that the hatred ran deep. It goes back generations."

The frightening part was that in those early days after the conflict, the staff had very little recourse to respond to serious trouble. During a hostage-taking incident, they called in German soldiers from a nearby police station to defuse the situation.

"We lacked the most basic security measures," said McVie. "For example, we had to find locks and keys that would work, but first we had to find a supplier of locks and keys! When I first got there, every cell door had its own lock and key so there were hundreds of keys that had to be carried by the COs!"

BACK HOME AGAIN

With so much pressing work to be done, McVie's four months passed swiftly. In no time at all, he found himself bidding his new-found comrades goodbye and boarding a plane bound for home.

McVie says that despite the hardships, working in a country like Kosovo has an alluring simplicity. It reduces life to black and white and fills the days with urgency, even passion. Many returning CSC employees have expressed the fact that they miss it. They yearn for the responsibility, the camaraderie, and the lost spirit of self-sacrifice and collective striving. When these working travellers return to their desks in Canada, it's hard for them to resume the same job they left behind.

"If I hadn't gone over there," said McVie, "I wouldn't appreciate Canada as much as I do. But I came to understand that hardship is what brings people together. We had to really depend on each other – more than I would normally depend on work colleagues here in Canada – to get the job done. It created a bond between us. For me this was a life-changing experience." ♦

Canadian Correctional Expertise in *Haiti*

By Bill Rankin, Communications Officer,
Communications and Consultation Sector

The 1990s was a turbulent decade in Haiti's long, troubled history. In 1991, a coup led by military strongman General Raoul Cédras toppled the fledgling presidency of Jean-Bertrand Aristide; but in 1994 Aristide made a triumphant return, backed by United States military forces. Once restored to power, Aristide's government promptly directed one of their first requests to the United Nations Development Program (UNDP): help reform the Haitian prison system.

The prisons, under military rule since the birth of the Haitian Republic in 1804, had been sorely neglected. In 1993, United States Republican Congressman Dan Burton visited the National Penitentiary in Port-au-Prince and said, "Conditions were horrendous, sub-human. The place was a living hell."

In response, the UNDP and the governments of France, Haiti and the United States financed a reform project that involved technical support from various countries, including Canada.

In 1995, Jean-Paul Lupien, former warden of Cowansville Institution, requested leave from the Correctional Service of Canada (CSC) and signed a contract with the UNDP, along with French Warden Pierre Delattre. Their task was to recruit a team of experts to reform not just one prison but the entire Haitian prison system, keeping in mind the Haitian culture, values and the economic situation. It was a monumental undertaking, one that they knew would take years, but Lupien wanted to try. He had earned a reputation as a man who knew how to get things done.

STARTING FROM SCRATCH IN THE "FOURTH WORLD"

"When we arrived," explained Lupien, "we had to start completely from scratch. We had few resources for such a big project. You must understand what Haiti is like – what I call a 'Fourth World' country. In Third World countries like Nicaragua or the Dominican



National Penitentiary Director Jean-René Daniel (left) and Correctional Service of Canada Technical Advisor Régis Charron

Republic, at least people go to school. In Haiti, 70 per cent of the population is illiterate. There are few schools. Most people live in abject poverty – no income because there is no work. Infrastructure is almost totally absent."

Working in co-operation with the International Red Cross and other humanitarian groups, Lupien and his group helped build a new prison infrastructure, piece by piece, and improved the prisoners' deplorable living conditions.

Before their arrival, prisoners had been packed into cells that were either airless and dark or roofless and awash in sewage. Medical care, a dispensary, a prison plan, work schedules, rules and regulations, a code of discipline for prison officers and inmates were non-existent. Prisoners were fed only if outside relatives brought in food. They had never been registered, there were no files, few if any records. Officials had no idea who was in prison, why and for how long.

It was clear that priorities had to be established – first, to improve the living conditions, second, to determine the legality of detention for each prisoner, and finally, to train the staff.

All 19 Haitian prisons were surveyed and construction standards were approved by government authorities. As those standards were applied on paper, it became apparent

that it would require at least US \$25 million to bring all prisons up to Haitian standards. Those kinds of funds were out of reach. With a limited budget, priorities had to be established by the Haitian minister of justice responsible for prisons. The National Penitentiary was selected as the logical place to start.

THE NATIONAL PENITENTIARY

At the National Penitentiary in Port-au-Prince, half the country's inmate population is housed. Lupien discovered that the number of prisoners had swelled dramatically during the 1990s due to a backlog of cases mired in the judicial system. The majority of prisoners had never seen the inside of a courtroom; some had been waiting for word on their cases since 1994. For many others, no record of their alleged crimes existed; they had been lost or destroyed during the years of political upheaval. Today, of the approximately 2,300 prisoners in the institution, it is estimated that 2,100 have never been brought to trial.

Lupien and other international advisors tried to right this situation, but the wheels of Haitian justice turn slowly. They learned that it was more efficient to focus attention on improving the prisoners' living conditions rather than appeal to a justice system that Amnesty International described in 2001 as "still largely dysfunctional; . . . the vast majority of Haitians remain without effective access to justice."

CONSTRUCTION STARTS

One of the first projects was to construct a large new cellblock to ease the overcrowding and provide much-needed light and air for the prisoners. Nurses and a nutritionist were hired; a proper kitchen, medical dispensary and infirmary, concrete shower stalls and toilets, as well as recreation yards, were added. The first security system for prisoners was installed.

To keep track of inmates, a manual recording system was developed with the support of experts from Nicaragua and Senegal. A new manual of procedures was used to train reception and discharge officers and thus guarantee the legality of each detention. A basic but essential data collection system was improvised to provide inmate population profiles.



Photo: Régis Charron

Prisoners gather in the shade by the concrete showers built by Jean-Paul Lupien's team.

TEACHING HUMAN RIGHTS

Perhaps the biggest challenge Lupien faced was to show all levels of prison staff – all of whom were used to living in an authoritarian culture – the virtues of human rights, tolerance and the rule of law. This was no easy task, as two-thirds of the 500 existing prison guards were from the Haitian military, a force with a long history of oppression against its own citizens.

A training centre was created with the support of CSC employees Vital Fillion and Paul Marcotte and a French trainer from Guadeloupe. Trainers had to crack the old mould and kindle new attitudes in the conscripts about the rights of prisoners, and teach humane techniques for self-defence and conflict resolution.

Fillion and Marcotte spent two and three years respectively supervising training at the college in Port-au-Prince. A program and modules, adapted to Haitian reality and approved by Haitian authorities, were developed and implemented by Haitian trainers who received basic recruit training at the Quebec Region Staff College.

Human rights training for front-line staff is a core component of the project and one of its biggest successes. The UNDP provided more than 180 correctional officer (CO) recruits with basic training; 320 COs received on-the-job training; and 13 Haitians were sent to Canada to learn training skills, prison management and security.

PRISON REFORM AT ITS BEST

As a result of the strong will of Haitian authorities, prisoners are no longer beaten; guards now carry whistles instead of sticks or side arms. They have learned how to handle aggressive prisoners, and a support system responds quickly if correctional officers find themselves in trouble. A code of discipline has been developed and is gradually being applied by the Haitian cadre.

Besides training and regulations, the Haitian prison system was in need of hardware. "Can you imagine prisons without furniture? That was the situation in Haiti," says Lupien. He arranged for the shipment of three 40-foot containers full of used desks, chairs, CORCAN tables and computer equipment.

Despite these successes, much more must be done. There are 19 prisons throughout the country, all of them in need of repair or rebuilding. Training in human rights and improvements to administration are essential, but the flow of UNDP funds has dwindled.

LUPIEN PASSES THE TORCH

After a total of five and a half tough but rewarding years in Haiti, Lupien decided it was time to retire in 2001. It had taken over two years to have new prison regulations approved by the Justice Department, not including the time needed for implementation, which is the stage they are at today. He

passed the responsibility on to others: CSC's Régis Charron worked as technical advisor to the National Penitentiary for seven months and Jacques Dyotte took over the UNDP project from Lupien and pursues the work today.

Lupien insists that these accomplishments were possible only with the strong support of UNDP, his wife who accompanied him to Haiti, and especially the political and administrative authorities in Haiti. Mr. Lupien and his team's invaluable legacy to Haiti has been to give their prison system a mission that embodies their own standards; operating rules to govern the institutions and respect for human rights; Régis Charron and Jacques Dyotte's concepts of empowerment and accountability; and a code of conduct for correctional officers personally written by Mr. Lupien.

Mr. Lupien keeps his hand in by continuing to consult on prison reform around the world. ♦

Assistant Warden Awarded UN Medal

Régis Charron, Assistant Warden, Correctional Programs at Cowansville Institution, was recently awarded the United Nations International Civilian Support Mission in Haiti (MICAH) medal for his service as advisor at the National Penitentiary in Port-au-Prince from June 2000 to January 2001.

As advisor on the overall administration of the prison, his daily duties included touring the parapets and grounds inside the prison walls, ensuring that correctional officers used the proper procedures, followed all prison rules and looked after the welfare of prisoners. Charron made many recommendations for improving prison management.

"The Haitians do amazing things with few resources," Charron commented. "Despite the hardships in Haiti, I found the people very kind. I take my hat off to them."

Congratulations, Mr. Charron! ♦

A Shift in My Opinion

By Zydrene Gestautaite, Student/Assistant to Canada–Lithuania Corrections Project Manager, International Special Projects

I would like to share my experiences as a new Canadian, having come to Canada six years ago, when I was 19 years old. During this time I have learned about the Canadian way of life and have also kept up-to-date on Lithuanian life.

I joined the Correctional Service of Canada (CSC), International Special Projects, in the spring of 2000, when I was in my third year of studies in Public Administration at Carleton University. As a native Lithuanian, I have been able to contribute a knowledge of the Lithuanian language and way of life to the CSC Canada–Lithuania Corrections Project (CLCP), which supports the liberalization of criminal justice in Lithuania.

OLD WAYS TURN TO NEW IDEAS

When I started to work for International Relations, my knowledge about corrections was limited. I grew up in a Soviet-type society, where the thinking is that offenders deserve tough punishment. That spring [2000], the Intergovernmental Affairs Branch showed several educational videos for employees during lunch hours. As a result of these educational lunches, combined with discussions with other CSC employees and after reading printed material produced by CSC, I learned that my old way of thinking was not necessarily right. For example, I thought that prisoners deserved disrespect and a repressive regime as a form of punishment for their crimes. After a year of working for CSC, I came to accept and strongly agree with the Canadian values of rehabilitation and respect for all. Since then, my interest has grown beyond the scope of the CLCP. I have become more aware of the issues related to corrections in my community and, for that matter, around the world.

My new knowledge and attitude became very important in my work with the CLCP. This past June, I was interpreting for a warden and his staff from the Lithuanian Women's Colony on their working visit to Nova Institution in Nova Scotia. It was then that I realized how much I had learned about corrections in Canada. Four delegates from Lithuania were very eager to learn about Nova's ways of operating. One thing that struck me in particular was that employees of Panevezys Women's Colony know a great deal about modern corrections and support the

idea of offender rehabilitation. According to Warden Kestutis Slanciauskas, the staff is ready to implement new ideas, but the major stumbling block is limited resources and slow decision-making processes within the Lithuanian government.



Photo: Bill Rankin

Zydrene Gestautaite has returned to Carleton University to start her master's degree in Public Administration.

BACK IN LITHUANIA

Just recently I was in Lithuania and took the time to visit Panevezys Women's Colony. I expected conditions to be much worse than what I observed. The prison itself looked clean and renovated. There are several programs available. During my visit there was a member of parliament visiting. At a meeting, female prisoners openly expressed their needs directly to him or to the warden of the prison. The atmosphere seemed not much different from any work place; however, the deputy warden reminded me that this prison is the best in Lithuania in terms of openness to new ideas.

I also met a young man in a small town who told me a striking story. At age 19, his crime was to aggressively demand 20 litas (CAN \$7) from an older man. The man complained to police, and the young man was taken to court and eventually sentenced to three years in prison. He was pardoned after a year and a half in prison, where he had to resist drugs, alcohol and survive among murderers and what he called "psychos." Luckily, his family took him back, and now he lives with his mother. However, he is free to do

anything he wishes. He has no job, social assistance or social worker to advise him. Police officers make regular checks to see if he is home between 10 p.m. and 6 a.m., which is the only condition of the amnesty. This young man is otherwise left to his own devices. As he admits, his friends are the same as before (from a criminal gang) and committing crimes is the path of least resistance.

I realized that my tendency to believe in harsh punishment was developed in a community in which there was little education about the effectiveness of rehabilitation. When Lithuania regained its independence in 1991, it inherited the Soviet model of corrections, which was based on the principle that offenders are the enemies of society, thus justifying all forms of repressive measures. The country's radical transformation created economic instability and uncertainty that resulted in high (and still rising) crime rates. These, in turn, strike fear in the general population and cause overcrowding and general deterioration in prison conditions. It is difficult to implement criminal justice reform in a country such as Lithuania, which has limited resources and lacks an understanding of the effectiveness of prisoner rehabilitation.

Lithuania is making progress towards successful reform of the penal system; however, there is a long way to go. Lithuania is now, in fact, where Canada was 100 years ago. I believe that the Canadian experience is very useful to Lithuania, as it can fast-forward the process of reform by providing time-tested and true methods to reform the criminal justice system.

As for me, this is not only a first step in my career but also a valuable learning experience about corrections and my role as a member of society.

THANK YOU

Finally, I would like to express my gratitude for the support and encouragement so freely given by colleagues in the Intergovernmental Affairs Branch. To my friends and colleagues, I would like to say that your guidance has been of benefit in ways that reach far beyond my academic and professional development. It is your commitment and support that have been an unending source of encouragement and a stimulus to increased growth on my part. ♦

Lieutenant-Governor Addresses Disability Conference

By Suzanne Leclerc, Communications Executive, Communications and Consultation Sector

On August 20 and 21, 2001, the National Advisory Committee on Persons with Disabilities (NACPD) held its annual conference in Montreal. Regional Deputy Commissioner Richard Watkins officially opened the conference along with Linda Brouillette, Director General, Organizational Design and Resourcing, Human Resources Management Sector. This year, the conference theme was "Count Me In."

The Lieutenant-Governor of Quebec, the Honourable Lise Thibault, addressed NACPD members as well as employees of the Correctional Service of Canada. Representatives of many other departments were also invited.

Madame Thibault, a person with disabilities herself, has become socially involved with community activities that improve the well-being of her fellow citizens. She said it is vital to integrate people with disabilities into the workplace and eliminate prejudices. She spoke of her personal journey and made some observations about the obstacles she has encountered.

In his welcoming address, Mr. Watkins spoke admiringly of the NACPD and pointed out the importance of the broad range of activities the Committee has undertaken. He also mentioned initiatives undertaken in the Quebec Region as part of the National Accessibility Program to modify correctional facilities so that they are accessible to people with disabilities. Finally, he reiterated the Service's commitment to the representation of people with disabilities at all levels of the organization.

Mr. Watkins presented Madame Thibault with a painting by Leclerc Institution inmate Normand Riopel, entitled *Innocence*.

The second part of the conference featured a variety of presentations as well as the election of a new chairperson. Wayne Ross, officer manager in the Peel/West Toronto region of Ontario, will be serving as the Committee's president for one year. Mr. Ross said he was proud to accept the appointment. "I know there is a lot to do, but I am ready for the challenge of advancing the cause of people with disabilities in the Correctional Service."

We wish him every success! ♦



Left to right: Jean-Pierre Witty, Royal Canadian Mounted Police; Johanne Poulin, Public Service Commission of Canada; Richard Watkins, Regional Deputy Commissioner; Robert Stedman, co-ordinator of the conference organizing committee; Gérard Daigle, Parole Officer and outgoing chair of the NACPD. Seated: Hon. Lise Thibault, Lieutenant-Governor of Quebec



Left to right: Standing: Diane Lacelle, National Co-ordinator, Employment Equity Program; Robert Stedman, regional representative, Quebec. Seated: Wayne Ross, regional representative, Ontario, and new chair of the NACPD; Gerald Daigle, regional representative, Atlantic, and outgoing chair of the NACPD

The Honourable Lise Thibault, 27th Lieutenant-Governor of Quebec, is the first woman to have occupied this high office. Aside from carrying out her administrative and ceremonial duties, she has advanced the cause of Quebecers with disabilities over the course of her career.

Native Liaison Workers Gather at Longhouse Setting

By Melanie Achtenberg, Manager, Aboriginal Issues Branch

During the last week of May 2001, Native liaison workers (NLW) from across Canada gathered at the Waseskun Healing Centre, St. Alphonse, in the rustic mountains of Quebec, two hours north of Montreal, to network and receive training on the major components of their work.

Training was conducted in a unique style: inside a traditional Mohawk longhouse, constructed by the staff and residents of Waseskun. The longhouse had a spruce-bough floor and a central fire pit that burned continuously throughout the five days of training. Men and women sat on opposite sides of the structure during prayers and smudging ceremonies, which were held to welcome each new day. Presentations were made on flip charts and feedback was received inside two circles, one for men and another for women.

During the course of the week, participants realized that among the NLW group was a very special person – a Nashville performer. You’ve probably heard of Shingoose, but few people realized that Ross was indeed



Photo: M. Achtenberg

CSC Manager Melanie Achtenberg and Nashville star Ross Shingoose outside the longhouse

the Shingoose of international stardom. By the end of the week, people were asking for his advice and a chance to have their picture taken with him. In response to the overwhelming support, Ross wrote a song for the NLWs and promised to dedicate his next recording to NLWs across Canada. Each would receive a complimentary copy of the compact disk.

This helped to build strength for continuing with a profession that few people understand or appreciate. It was nice to have a country singer who would tell the world about the heroes behind the walls, people who are the major bridge between the Aboriginal and non-Aboriginal world.

So what do NLWs actually do? Although their roles vary across Canada and depend on the needs of the Aboriginal population in each institution, there are core functions/roles that are the same everywhere. Native liaison workers are the first of the front-line staff to meet an Aboriginal offender on his/her entry into a federal prison. They provide the orientations they need to understand and adapt to prison life.

NLWs believe in what they do and want to make a difference in the lives of Aboriginal offenders.

Often working alone or in conjunction with an Elder, they counsel, problem-solve, advocate and organize social or work activities for Aboriginal offenders. They are the hub of the offender’s life in prison, providing essential information to them and working with prison personnel to address offender concerns. Near the end of the sentence, an NLW works with the Parole Board and community to help the offender establish him/herself in a healthy and healing environment.

The duties of NLWs are simple and complex at the same time. They must have a good understanding of traditional culture as well as know how to survive prison life. They are the bridge between several types of subcultures in prison, bringing together people on the front lines to resolve offender issues.

Their work often goes unrecognized. For the most part, they are contracted at modest salaries with no benefits to cover sick leave or vacation. It is truly an occupation based on belief in the Mission. NLWs believe in what they do and want to make a difference in the lives of Aboriginal offenders. They do their best to support other professionals as well – Elders, psychologists, parole officers, and administrators. Truly, they are unsung heroes who deserve recognition and applause. ♦

Training was conducted in a unique style: inside a traditional Mohawk longhouse, constructed by the staff and residents of Waseskun.

Environmental Training

Now That We've Raised Our Awareness, It's Time to Get Empowered

By Paul Provost, Senior Environmental Advisor

It's fair to say, without too much risk of error, that the environmental programs at Correctional Service Canada (CSC) got their start in the 1990s. These programs, initiated on a voluntary basis, have worked their way over time into the consciousness of CSC staff. Anxious to do right by the environmental movement, our employees have become increasingly interested in environmental compliance. And now that a dynamic framework of environmental legislation is in place, environmental training has inevitably become a necessity.

THE BASIS

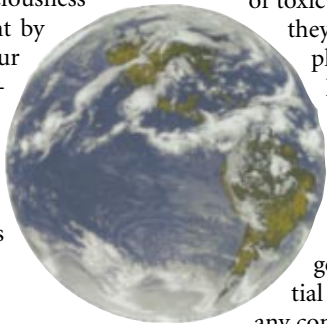
CSC is one of the federal government's largest managers of properties and facilities. The way these are managed has a significant potential effect on the environment. Broadly speaking, the more resources we use, the more waste we produce, or to put it another way, the greater the variety of the inputs, the greater the variety of the outputs in terms of waste. It's precisely in the area of waste management that certain CSC activities, which used to operate within a relatively lax legal framework, are now facing stricter federal environmental-protection standards. The thrust of recent environmental legislation is quite clearly that federal organizations have to do a better job of playing their leadership roles and organizing their environmental management responsibilities. In everyday practice, the trend has brought more regulations, more external audits, and, of course, more internal accountability.

REGULATORY EXPANSION

At the federal level, most environmental provisions are found in the following legislation:

- Fisheries Act (1868, most recently updated in 1999), prohibits the dumping or spilling of toxic substances in water (where they may kill fish) or in any place where the runoff is likely to contaminate a waterway;
- Canadian Environmental Assessment Act (CEAA, 1995), obliges the federal government to assess potential environmental impacts of any construction project, at the beginning of the planning phase; and
- Canadian Environmental Protection Act (CEPA, 1988), prohibits or controls the use and emission of toxic substances in the environment, including emissions of toxic substances from federal government lands and properties.

Each of these acts governs different aspects of our operations. But it's certainly the CEPA that puts the strongest pressure on CSC to be a good "green" corporate citizen. By virtue of the CEPA's power to make regulations to protect the environment, many new regulations have been passed in recent years that directly affect the way we do business. Some of these new regulations are the Storage of PCB Material Regulations (1992), Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products (1997) and Federal Halocarbon Regulations (1999).



TARGETED TRAINING

Environmental training is a necessity if we are to meet these new obligations, not to mention others yet to be created. In the past, our national headquarters (NHQ) provided this type of training for project managers and regional representatives in the form of national workshops. Now it's time for CSC to move environmental training to the next level. We have to target specific groups and give them practical training that relates to their specific duties. That way, our employees will be given the tools they need to implement good environmental stewardship and compliance practices in the workplace. This is consistent with CSC's mandatory training standards.

**Environmental
training has inevitably
become a necessity.**

That is why, in the second half of 2001, NHQ implemented its environmental programs. These programs involve the development of a broadly based training plan, incorporating learning modules that will be adjusted to meet the needs of the target groups. Regional training workshops on environmental management have been developed and some of these have been held or will be held in 2001 (in the Prairies Region in May and in the Atlantic Region in November).

INVEST NOW FOR THE FUTURE

Environmental training will be a challenge – no doubt about it. But if we build on the experience we have acquired in the past to make an investment right now in the skills and knowledge of our employees, we will definitely create a better organizational future for CSC. The environmental benefits will naturally follow. ♦

Federal organizations have to do a better job of playing their leadership roles and organizing their environmental management responsibilities.

A Milestone Is Reached

By Denis D'Amour, Regional Advisor, Communications and Consultation Sector, Atlantic Region

Deputy Commissioner Alphonse Cormier presided over his last regional management committee in Moncton at the end of September. Members expressed their appreciation for Mr. Cormier's commitment and leadership during his six years in office and wished him well in his exciting new assignment as Deputy Commissioner, Pacific Region. ♦

Surrounding Mr. Cormier (centre), from left to right: Chantal Albert, Acting Regional Administrator, Communications and Executive Services; Mike Corbett, Warden, Westmorland Institution; Guy Poirier, Regional Director, CORCAN; Gisèle Smith, Warden, Nova Institution; Luc Doucet, Director, Regional Treatment Centre; Gil Rhodes, Regional Administrator, Performance Assurance; Robert Babineau, Acting Assistant Deputy Commissioner for Corporate Services; Don V. LeBlanc, District Director, New Brunswick East and PEI; Ron Brooks, Senior Parole Officer, New Brunswick West; Clara Rendell, District Director, Newfoundland and Labrador; Marc Brideau, District Director, New Brunswick West; Terry Hatcher, Acting Assistant Deputy Commissioner for Operations; David Cail, District Director, Rural Nova Scotia; Simonne Poirier, Warden, Atlantic Institution; Ron Lawlor, District Director, Metro Halifax; Gary Mills, Warden, Dorchester Penitentiary; Alan Alexander, Acting Warden, Springhill Institution; and Francine Casey, Administrative Assistant to the Deputy Commissioner



Photo: Denis D'Amour

MOUNTAIN TOP HOUSE A Dream Come True in Dorchester

By Denis D'Amour, Regional Advisor, Communications and Consultation Sector, Atlantic Region

Families visiting inmates at Dorchester Penitentiary or Westmorland Institution will soon benefit from affordable housing. Mountain Top House (MTH) is the realization of a dream for a group of volunteers from the Dorchester area who met time and time again to come up with not only the blueprints for a building, but with ways to include even more people in this beautiful and much-needed project. Everywhere they turned for help, the organizing committee found generous and spontaneous support from many local entrepreneurs who donated, among other things, tens of thousands of dollars and construction materials.

The Correctional Service of Canada (CSC) is also an important partner, having donated \$100,000 and the piece of land that Mountain Top House is built upon. CORCAN, responsible for the construction of MTH, has hired a number of inmates and youths-at-risk as workers.

CSC's monetary contribution was presented to the Mountain Top House Steering Committee by Beauséjour-Petitcodiac Member of Parliament, Mr. Dominic LeBlanc, during a brief ceremony at the construction site. ♦



Left to right: Mike Corbett, Warden, Westmorland Institution; Gary Mills, Warden, Dorchester Penitentiary; Alphonse Cormier, then CSC Deputy Commissioner, Atlantic Region; Dominic LeBlanc, Beauséjour-Petitcodiac MP; Bert Johnson, President, MTH Steering Committee; Sister Odette Léger, Superior for the Notre-Dame du Sacré-Coeur congregation, and retired Senator Joseph Landry, both members of the Mountain Top House Committee

10th Annual Spring House Breakfast

By Shannon Oickle, Staff Training Officer, Springhill Institution

Homemade fresh fruit cocktail, bacon, eggs, sausage, toast and lots of hot coffee were the delicious fare served at the tenth Annual Spring House Breakfast. The fundraiser, open to staff and the community, is held each year in Springhill, with the proceeds going towards the operation of Spring House. Donations for the breakfast were collected from local businesses. Don Guilderson, Food Services Supervisor, Springhill Institution, and three inmates employed in the institutional kitchen prepared the meal while volunteers assisted the Board of Management to serve at the tables.



Left to right: Spring House Board of Management: Jock Spence, John Alderson, Sister Christina Doyle, Jim MacDonald, Shannon Oickle, Michael Wilson, Linda Whittle

Spring House is a non-profit organization owned by the Christian Council for Reconciliation. For a small fee, family members and friends of inmates can stay at the house overnight, meals included. It's operated by a board of management and staffed by members of the Sisters of St. Martha. Currently, Sister Christina Doyle and Sister Mary Byrne are the hostesses at the house. The organization is financed mainly through the free-will offerings of individuals, organizations and religious communities. A small operational grant is provided by CSC through the Chaplaincy Division, and the Inmate Committee of Springhill Institution provides financial support on a continuous basis. ♦

Turning a New Page ABC Network at the Westmorland Institution

By Denis D'Amour, Regional Advisor, Communications and Consultation Sector, Atlantic Region

A television crew from the American network ABC in New York travelled to Westmorland Institution this summer to produce a documentary on the literacy project Turning a New Page. ABC had originally planned to air the documentary on September 12, but the tragic events of the previous day forced the network to postpone the broadcast.

Through a partnership with Scholastic Inc., this wonderful initiative allows inmates

to improve their reading skills. Scholastic gave Westmorland Institution copies of 500 various books so inmates could practise reading. Once offenders are familiar with the texts, they read the books aloud onto audio tapes. The tapes and many copies of the book are then made available to 60 elementary school teachers from the Moncton area to encourage reading among their students. ♦



Photo: Guy LeBlanc

Left to right: ABC technicians Mike Burchill and Darrell Bainbridge; Westmorland Institution Warden Mike Corbett; reporter Jeelu Billimoria; and Rosemary Pineau, Director, Turning a New Page

CSC Staff on the Run

By Hazel Robichaud, Finance Technician, Westmorland Institution

Staff from Westmorland Institution and Dorchester Penitentiary took part in the 10-kilometre George Gallant Run in Shediac, New Brunswick, in July.

The run is held every year as a tribute to George Gallant, who was a competitive runner for some 40 years. Now in his early 70s, Gallant won almost every race he ran no matter the distance – from the mile to the marathon – until knee operations forced him to retire from the sport in his late 50s.

The race is well known across North America and is held during the Shediac Lobster Festival, which attracts thousands of tourists from all over Canada and the United States. ♦



Photo: Donald Robichaud

Left to right: CSC runners Monique Savoie, Anita Silliker and Simone Boudreau from Westmorland Institution, and Sandra Fullerton from Dorchester Penitentiary

Springhill Institution Celebrates National Fire Prevention Week

By Shannon Oickle, Staff Training Officer, Springhill Institution

During October 11–12, 2001, staff at Springhill Institution participated in a fire emergency training event, beginning with a group session facilitated by Derrick Knott, Institutional Fire Chief, that focused on prevention, awareness, documentation and inspections. Bill Chase, Security Maintenance Officer, provided training to the group on fire extinguishers. Mark Fougere, Fire Safety Officer, Labour Programs, Human Resources Development Canada, made a keynote address on the importance of fire safety, training and documentation. Lisa Betts from the Nova Scotia Firefighter's School, along with Springhill's Fleet/Warehouse Supervisor, Alan Crossman, assisted in practical fire extinguisher and hose training.

Springhill Institution's Wellness Committee sponsored an Oktoberfest lunch event as part of the training day. ♦



Training day event facilitators, left to right: Mark Fougere, Fire Safety Officer, Labour Programs, HRDC; Bill Chase, Security Maintenance Officer, Springhill Institution; Derrick Knott, Institutional Fire Chief, Springhill Institution; Alan Crossman, Fleet/Warehouse Supervisor, Springhill Institution; Lisa Betts, Nova Scotia Firefighter's School

Honouring Compassion and Courage

By Denis D'Amour, Regional Advisor, Communications and Consultation Sector, Atlantic Region

Ed Muise, Unit Manager at Dorchester Penitentiary, received the Canadian Peacekeeping Service Medal during the September meeting of the Atlantic Regional Management Committee. Ed went twice to Kosovo to assist in restoring correc-

tions in the war torn province. Between June and September 2000, under an agreement between CSC and CIDA, Ed was a member of a consulting team mandated to propose ways to rebuild the Kosovo Correctional Service. Ed returned to northern Kosovo between

January and July 2001 on a United Nations contract, assuming the role of Director of the Mitrovica Detention Centre.

During the brief ceremony, Atlantic Region's Deputy Commissioner, Alphonse Cormier, praised the compassion and courage shown by Ed Muise during both assignments. ♦



Left to right: Warden Gary Mills, Dorchester Penitentiary; Alphonse Cormier, Atlantic Region Deputy Commissioner; Ed Muise, recipient of the Canadian Peacekeeping Service Medal; and his wife, Susan McCarthy

Quebec Region

Employee Inducted Into Montreal Police Hall of Fame

By Ginette Vigeant and Jules Bourque, Montreal Metropolitan District

On October 26, 2000, Claude Barrette, a parole officer in the Langelier Area Office, was inducted into the Hall of Fame of the Montreal Urban Community Police (MUCP) Service's Intelligence Division.

Mr. Barrette was one of two pioneers who introduced the Correctional Service of Canada's (CSC) Intensive Supervision Program (ISP). He spent more than 10 years working with the program. Through his determined efforts, Mr. Barrette implemented a new kind of community-based intervention specifically for high-risk, violent offenders. He also helped forge close ties between CSC and social agencies, other levels of government, and the police.

In recognition of this fine achievement, Inspector Yves Surprenant of the MUCP Intelligence Division presented Claude Barrette with a commemorative plaque at the official ceremony.

Our sincere congratulations, Claude! ♦



Parole Officer Claude Barrette (left) and Inspector Yves Surprenant

Students Given Insights Into Prison Life

By Gilles Ringuette, Correctional Officer, Port-Cartier Institution



Correction Officer Marc Bouchard (centre) with a group of students



Left to right: Marc Bouchard, Martin Bélanger, Johannie Leblanc, a student, and Michèle Fournier

With the objective of dispelling myths about corrections and helping the public to understand the work of the Correctional Service of Canada (CSC), Parole Officer Michèle Fournier and Correctional Officer Marc Bouchard accepted an invitation from Martin Bélanger, a social worker with the youth agency Forum Jeunesse, to talk to the student population and the teaching faculty at Baie St-Paul comprehensive school.

On February 5 and 6, Michèle and Marc met with 110 students from the Charlevoix area. The students were keen to learn what goes on in the institution and what everyday life behind bars is like. They were particularly interested in such topics as prison suicide, the laws that govern CSC, the inmates' daily routine, what makes a person turn to crime, the correctional officers' work, the CSC Mission, and prison culture. The students asked a wide variety of questions, and the two CSC employees greatly appreciated their attentive audience.

After the visit, the institution received many comments from teachers and students. Teacher Richard Lahaie commented that all too often the media make prison life seem glamorous. He said that the students were surprised by what they learned from the two CSC employees, and the visit helped to dispel some of the common fallacies about prison life.

One student exclaimed, "This is weird! I thought prison life was the way they show it in Hollywood movies. But now I think the Canadian system is better, more humane." Another student remarked, "I hadn't realized a young person between 18 and 24 years old could spend such a long time in a detention centre."

Michèle and Marc, along with Martin Bélanger, also appeared in a television interview that described to the residents of Charlevoix their visit to the Baie St-Paul school.

One of the teachers summed up the faculty's thoughts when he expressed the hope that these visits would become an annual event. ♦

First International Francophone Congress on Sexual Assault

By Paul-Robert Laporte, Psychologist, Montée St-François Institution

The first International Francophone Congress on Sexual Assault was held in Québec City, co-organized by the Regroupement des intervenants en matière d'agression sexuelle (RIMAS), Philippe Pinel Institute, the Correctional Service of Canada (CSC), and Robert Giffard Hospital. The Congress was attended by more than 600 participants from many countries.

The event featured numerous speakers and was attended by a large contingent from CSC, including Marielle Mailloux and Paul-Robert Laporte, who work with the anti-violence program Violence interdite sur autrui (VISA). Discussion focused on the role of victims in the treatment of domestic abuse offenders. Paule Arpin and Joanne Legros of the Lanaudière area shared their experiences in the community supervision of sex offenders. Michel St-Yves, psychologist at the Regional Reception Centre, talked about his research on confession and victimization in



Left to right: Richard Watkins, Line Bernier, Marielle Mailloux and Paul-Robert Laporte

sex offenders, while psychologists Jacques Bigras and Bernard Coguen led a workshop on sex offender assessment and management in CSC. Line Bernier, a psychologist and the clinical director of the VISA program, gave a presentation on the perpetrator, the therapist, and society from the standpoint of conflict and shared interests.

The participants were very satisfied with the organization of the Congress and with the various presentations. They were espe-



Left to right: Gilles David, Line Bernier, Martine Nobert, Marielle Mailloux and Paul-Robert Laporte

cially pleased with the opportunity to find out what their counterparts in other French-speaking countries are doing in the field. Many participants expressed interest in attending the next Congress, to be held in Brussels in 2003.

Without a doubt, this Congress encouraged all participants to share their knowledge and experience, and publicized the work of CSC throughout the French-speaking world. ♦

The British Prison System

By Véronique Boissonnet, Correctional Officer, Regional Reception Centre

I have always wanted to understand criminality and how different societies deal with it, hence my studies in educational psychology and criminology. I am also a great traveller and love the challenge of living in other countries. This may explain why the idea of setting up an employee exchange project came to me while I was serving as an inmate escort during an international transfer to London, England, in 1998.

Despite a considerable amount of red tape, the project did come to fruition, and my big adventure began on March 30, 2001. I was met in Manchester by the person in charge of training and development at Sudbury prison. I soon realized that I was going to have a hard time trying to improve my English; each region of England has its own accent, and the English themselves have difficulty understanding each other, so you can imagine the problems for me!

Sudbury prison is located in the town of Sudbury, some two hours north of London. There is a huge difference between life in the capital and in the rest of England. The glorious, verdant countryside is brimful of stories and legends. The inhabitants are friendly and full of good humour. And then there are the pubs – at least one in even the tiniest village – where people go to meet friends.

I lived with Paul, a correctional officer, and his small family in Derby, the nearest city to Sudbury. They were considerate and friendly,



Véronique Boissonnet (left) and Chris Davidson, Governor of Sudbury Prison

and without their assistance, I would not have progressed very far in learning local expressions.

At the prison, I was received warmly by both officers and managers. Everyone was very patient with me as a francophone who was still some way from mastering their language. Just before I arrived, the officers placed an announcement in the institution's newsletter and made arrangements for me to get to and from work. They soon got me involved in their professional activities, and I was invited to all the social events.

I served as an officer in a living unit at Sudbury, a class 'D' prison, the equivalent of a minimum-security institution in Canada. I

also spent one week at Aberford Road staff college in Wakefield, where I joined a group of recruits and discussed our respective practices. This was an enriching experience, both professionally and personally.

To learn about the various aspects of the British prison system, I took part in the work of many different teams and I visited several of Her Majesty's Prisons, each with a different security classification. I also visited Cleland House, the central headquarters in London; there I saw the "Gold Suite," where a special team meets to deal with emergencies at any institution.

I found few differences between the Canadian and British systems. Our missions, values and programs are similar. However, there are some specific operational differences that should be mentioned. For example, prison and police officers do not carry firearms; instead they use batons. Each officer has one, but surprisingly, they are not used as often as one might think. Only certain special squads who may be called to the scene of an incident are authorized to carry weapons. Training includes learning how to bring people under control by the pressure point method. Its effectiveness is surprising. Individuals can be brought under control quickly and without injury. I know, because I was a guinea pig!

What most impressed me was the way respect and discipline are enforced. Offenders must address officers respectfully. I don't want to give the impression that British

To learn about the various aspects of the British prison system, I took part in the work of many different teams and I visited several of Her Majesty's Prisons.



Véronique Boissonnet with officers of Sudbury Prison, London, England

I found few differences between the Canadian and British systems. Our missions, values and programs are similar. . . . What most impressed me was the way respect and discipline are enforced. . . . Not only do the inmates have respect for the uniform, but civilian personnel do, as well.

offenders are angels, but I witnessed very few situations where inmates used vulgar or disrespectful language toward officers, even in the maximum-security institutions. Not only do the inmates have respect for the uniform, but civilian personnel do, as well. I found that the work of the officers is highly valued there.

I don't claim to have fully understood all aspects of the British correctional system. That would have been an impossible task to achieve in just three months. However, thanks to Paul, his family, and all the officers I worked with, I learned things that I was able

to apply in my daily work as a correctional officer in Canada.

Three months was too short a time for me to become perfectly bilingual and integrate myself into British life and the British correctional system. I was sad to leave England at the end of June, but I have many good memories of the things I saw and learned. I made some close friends, with whom I'm still in contact.

I encourage anyone with a desire for a professionally and personally enriching experience to follow in my footsteps. ♦

International Accreditation for La Macaza Program

By Alexandrine Chevrel, Psychologist, Clinical Evaluation, La Macaza Institution

On October 2, 2001, the assessment and intensive treatment program for sex offenders at the La Macaza Clinic was granted international accreditation, one of the first regional programs to win this honour. Accreditation recognizes not only the program, but also the staff members who are its driving force.

The Correctional Service of Canada (CSC) implemented a process to ensure that programs submitted for accreditation are effective and use leading-edge treatment techniques. Every program submitted to the international panel of experts for assessment must meet eight mandatory criteria.

Program workers, psychologists and therapists deliver a program of intensive treatment to incarcerated offenders with a high-risk and high-needs profile. Prospective participants undergo an exhaustive, rigorous needs assessment before starting treatment. Although the program is organized along the lines of a group therapy model, the treatment

can be customized to suit the requirements of each participant.

A primary program objective is to work with each of the participants to identify the factors that lead him to crime. Another important objective is to help every participant develop skills that will allow him to change or at least control the factors that contribute to his inappropriate sexual behaviours, with the aim of reducing his risk of reoffending and reintegrating safely into the community.

Treatment effectiveness is continuously verified in a number of ways. Mechanisms have been put in place to provide a healthy, positive therapeutic environment and to

ensure that assessment and treatment methodologies are up-to-date. Through these mechanisms, program staff members learn about the latest scientific and clinical developments and monitor developments in the dynamics of the institution and in the penitentiary population in general.

The assessment and intensive treatment program for sex offenders was developed in the spirit of the CSC Mission, consistent with the Service's core values, and is offered in both official languages.

This accreditation confirms the value of the program and rewards the clinical program team and the rest of the staff of La Macaza Institution for all their hard work. ♦

A primary program objective is to work with each of the participants to identify the factors that lead him to crime.



Front row, left to right: Nancy Poirier, Karine Labrecque, Frédéric Pettigrew, Isabelle Barbeau, Isabelle Ménard
Back row, left to right: Pascal Chénard, Chantal Sarrazin, Caroline Labelle, Alexandrine Chevrel, Sylvain Savard

Honour Guard Attends Cleveland Peace Officers' Memorial

By Scott Ritchie, Supervisor, Fenbrook Institution

Nine members from both the Fenbrook and Beaver Creek institutions' Honour Guards attended the Greater Cleveland Peace Officers' Memorial Parade held in Cleveland, Ohio. All members were well received and treated to a very special reception at the Holiday Inn Select in downtown Cleveland.

Throughout the entire parade, we were warmly welcomed by the onlookers – some American, some Canadian. How very proud we all were to display our national flag and the colours of the Correctional Service of Canada! The parade lasted more than three hours, winding through the streets of Cleveland and ending at the



Back row, left to right: CO II Ken Cripps; CO I Jason Parliament; CO II Paul Cyr; CO I Jack Hamer; CO I Denis Lanteigne
Front row, left to right: COII Kevin Way; CS Scott Ritchie; COII Ryan Dewey; C/S Liz Bongers

Greater Cleveland Peace Officers' Memorial. Two members from our colour party, Ken Cripps and Denis Lanteigne, were asked to take an honoured place at the head of the memorial site, close to the official mourners and other dignitaries. Our feeling of pride was enhanced when this request was broadcast to the crowd over the public address system. The parade concluded with an invitation to the Fraternal Order of Police Officer's Hall.

Each one of us carry a sense of great pride and honour having represented our country and the Correctional Service of Canada. ♦

Tattoo a Civic Triumph

By Jane Tassielli, Acting Co-ordinator, Quality Control, Bath Institution

I always thought that a tattoo was an adornment on the skin, until I was asked to co-ordinate the Correctional Service of Canada's (CSC) participation in the 2001 Kingston Heritage Tattoo's Salute to Law Enforcement and the Royal Canadian Legion. This tattoo involved music, marching and other forms of entertainment, and was to honour the people who, every day of the year, protect Canadians at the national, provincial and local levels.

Between August 4 and 5 at Fort Henry in Kingston, 13 officers from CSC – part of the 100-person Honour Guard and Representative Flag Party – stood before audiences totalling 5,000. The evening ceremonies were opened on Saturday by the Honourable Peter Milliken, Member of Parliament for Kingston and the Islands and Speaker of the House of Commons, and by the RCMP's Commissioner on Sunday.

The sensational shows included the RCMP Dismounted Cavalry Drill Team, the Canadian Forces Military Silent Drill Team marching in perfect unison, the OPP Canine Unit, and the Kingston Police Emergency Response Team rappelling the fort walls. There were many other talented performers.

Participating CSC officers included Paul See, Fenbrook Institution; Gordon Jack and Jack Hamer, Beaver Creek Institution; Kathleen Scott, Grand Valley Institution; Scott Willock, Warkworth Institution; Reg Best, Angela Cooper and Doug Brooks, Regional Treatment Centre; Don Smith, Joyceville Institution; Patricia Richardson, Collins Bay Institution; Paul Way and Alec Murdoch (special thanks to Alec, who helped co-ordinate the officers), Millhaven Institution; Launa Gratton, Grand Valley Institution, who carried the CSC flag; and Julie Harkness, Bath Institution (thank you to

Julie, who helped my husband and me with the lighting for both shows). The efforts and dedication of some 200 volunteers (30,000 volunteer hours) and sponsors were remarkable.

I now know that a tattoo is a well-respected and valued part of our military history, and what better setting than Fort Henry. I was very proud of our representatives and equally proud to be part of CSC. Special events like the Kingston Heritage Tattoo improve public perception of CSC and increase awareness with our partners in law enforcement. ♦



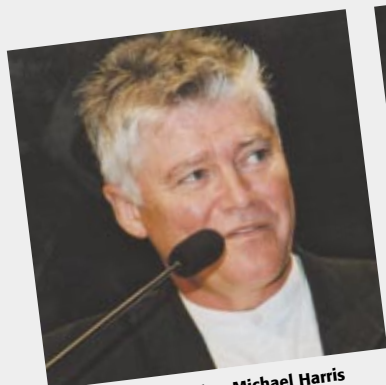
Left to right: Launa Gratton, Gordon Jack, Angela Cooper, Kathleen Scott, Doug Brooks, Jack Hamer, Patricia Richardson, Scott Willock, Alec Murdoch, Paul See, Paul Way, Don Smith, and Reg Best

Community Forum From Prison to My Neighbourhood

By Bill Rankin, Communications Officer, Communications and Consultation Sector

Photos: Bill Rankin

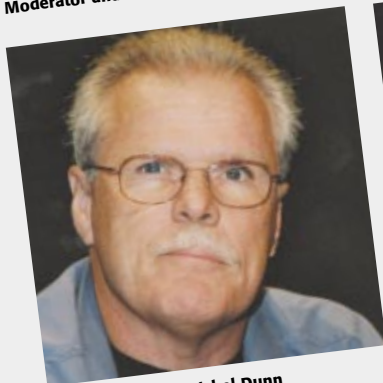
They talked about loving me, but it took me years to understand that they really meant it," said Michel Dunn. In some of the most compelling words spoken during the evening, the Lifeline In-Reach worker told the audience how prison volunteers helped him to turn his life around. "I could have easily lost myself in drugs, isolation and violence inside prison," Dunn said, "but I made a choice not to go that way. I was helped by the volunteers – they were the most important thing in my rehabilitation."



Moderator and author Michael Harris



Willie Gibbs, former chairman of the National Parole Board



In-Reach worker Michel Dunn



Lynn Myers, Parliamentary Secretary to the Solicitor General

Special Advisor, Sex Offender Programs; and Pam Radunsky, restorative justice advocate and sister of Kristen French, a victim in the Bernardo/ Homolka murders.

Journalist Michael Harris moderated the forum, fielding questions from the audience and challenging some of the panelists on their viewpoints.

Pam Radunsky spoke about the increased role that victims should have in the justice system and the progress made in recent years towards that goal. When asked, "What can the community do to help victims?" she replied, "Many people are afraid of victims as they are of offenders, because they don't know what to say to them. People must learn to walk with them, listen to them, support them." She said that she has been supported in her own distress by "faith, and the countless people that have stood beside me."

Willie Gibbs told the audience that every inmate needs more than a parole officer, they need friends and they need jobs. Ex-offend-

er and In-Reach worker Michel

Dunn nodded his agreement and urged the audience, "Go to the prisons. Meet the inmates and the correctional officers. The best way to protect society is to teach offenders another way to live."

Moderator Michael Harris is the author of *Con Job*, a book that is critical of the Canadian correctional system and calls for a tougher approach. During the question period, one audience member said that if a tougher approach worked, his home state of

California would be a very safe place to live, but it is obvious from the crime statistics that the "get tough" approach doesn't work.

The forum was broadcast on CFRA in a two-hour presentation on Saturday, October 13, at 7 p.m. Copies of the presentation are available from MediaScan, (613) 238-3856. ♦



Todd Sloan, Correctional Investigator



Dr. Sharon Williams, CSC Special Advisor, Sex Offender Programs



Pam Radunsky, restorative justice advocate and sister of Kristen French, a victim in the Bernardo/Homolka murders

Dunn was one member of the six-person panel on a community corrections public forum organized by the Ottawa District Parole Office Citizens' Advisory Committee and presented by radio station CFRA on Thursday, October 4, 2001. The panel included Willie Gibbs, former chairman of the National Parole Board; Lynn Myers, Parliamentary Secretary to the Solicitor General; Todd Sloan, Correctional Investigator; Dr. Sharon Williams, CSC

CSC Educators Share Professional Development with School Board

By Bill Hay, Chief of Education and Training, Millhaven and Bath Institutions

On September 27 and 28, 2001, 78 CSC teachers from Ontario Region participated in professional development activities with the Algonquin and Lakeshore Catholic District School Board (ALCDSB).

The first day was specifically designed for CSC teachers. Brian Caughey, Correctional Programs, opened the session by noting the special relationship that exists between CSC and the ALCDSB and how beneficial it has been to the latter. Mr. Caughey said that this was the first time a school board had invited CSC teachers to attend a professional development day, and expressed his appreciation for the opportunity.

Mr. Caughey described some of the educational reforms contained within the new Commissioner's Directive 720, as well as their

implications, and he remarked that the program delivery officers in attendance represented the co-operation that exists between the Education and Programs departments. He also highlighted the learning disabilities pilot project undertaken at Millhaven Institution and the expansion of educational local area networks into each reserve.

Katharine Splinter, Special Assignment Teacher, Secondary Schools, gave an inspiring presentation on changes in the Ontario school curriculum and demonstrated how to apply the new standards in evaluation and assessment. In the evening, members from the School Board's subject councils facilitated workshops that were well received by CSC teachers.

The second day of professional development, a Board-wide affair with teachers from

Kingston, Belleville and Trenton was held at Holy Cross Secondary School in Kingston. After the keynote speaker's presentation, each teacher chose one of ten workshops to attend. CSC teachers were invited to join various subject councils and share new ideas and best practices.

The information acquired during these two days will allow teachers to ensure that the Ontario Region CSC education program meets provincial standards. The programs offered to offenders are the same as those offered in the community, with many of the courses being shared between the community and institutional schools. This standardization allows offenders to make a smooth transition in this regard upon release, as they can continue to upgrade their education at any adult learning centre in Ontario. ♦

CSC in the Northwest Territories

By Andrea Markowski, Area Director, Northwest Territories Area Parole

Photos: Louise Pargeter

It is late in August and Yellowknife Parole Officer Louise Pargeter is off to meet with offenders. On this day, her mode of transportation is a small boat, her destination a remote camp on Great Slave Lake operated by the Sombe Ke' Healing Lodge, one of two community residential facilities in the Northwest Territories (NWT).

As she approaches the camp, the lodge residents call and wave to her, then take a break from the many tasks associated with living in the bush to welcome their guest and make tea.

The Sombe Ke' Healing Lodge residents and staff are living in a rustic cabin and canvas tents on an island in Wool Bay on Great Slave Lake. They are here to participate in the Lodge program, spending their days learning wilderness skills as well as subsistence and commercial fishing techniques. They have enjoyed eating freshly caught fish every day for the last three weeks; the excess fish they

catch is either dried or smoked for future use.

The residents have made traditional Dene drums, and Camp Leader Angus Shae has taught them a number of songs. Drumming is an important part of the daily routine that forms the basis of the Sombe Ke' Program.

Lodge residents Darryl Kigusiutnar and Michael Mantla appear relaxed and happy. They have begun to feel confident about their ability to live on the land and they are both very proud of what they have accomplished in the last three weeks.

Darryl excitedly tells Louise about how he has learned to set fishing nets and snares and describes the different forms of wildlife he has seen since arriving at the camp. Darryl is most proud of the dock he recently repaired, a task that gave him an opportunity to demonstrate his carpentry skills. Darryl shows Louise the ulu (traditional Inuit knife) that he is making. He plans to sell the knife to

an arts and crafts shop upon his return to Yellowknife.

Michael Mantla is also proud of his accomplishments at the camp. As part of his recovery, he has focused on his spiritual growth. Just prior to heading out on the lake with the other Lodge residents, Michael attended a Sun Dance with the Sombe Ke' Healing Lodge Elder. While at the camp, he has spent a considerable amount of time making a drum and learning traditional songs. He enjoys demonstrating his drumming skills for Louise.

The home base for the Sombe Ke' Healing Lodge is a treatment centre in a wooded area approximately 20 kilometres outside of Yellowknife. The Lodge provides substance abuse and trauma treatment programs that incorporate Aboriginal teachings and ceremonies. CSC began to partner with the Lodge in May of 2000 and currently has a contract

for 10 community residential facility (CRF) beds. This partnership was developed as part of the Northern Alberta/NWT District's effort to provide culturally relevant programs and services for Aboriginal offenders.

CSC faces many unique and interesting challenges in the North. The NWT comprises a huge land mass of over 1 million square kilometers with a population of only 42,000 (half of whom are Aboriginal persons) spread over 33 small and mostly isolated communities.

Two parole officers provide case management for approximately 50 federal offenders in this area. More than three-quarters of them are Aboriginal in ancestry. The case-loads consist of federal offenders retained in the NWT under an exchange of services agreement and offenders who have been conditionally released to the community.



Louise Pargeter on her way to meet with parolees



Remote camp on Great Slave Lake



Louise and parolee Michael Mantla by the shore



Michael (right) playing the drum with the Sombe Ke' Healing Lodge Camp leader, Angus Shae.

Federal offenders stay in the NWT if their needs can be met locally, allowing the offenders to serve their sentences closer to their homes and families. The Yellowknife Correctional Centre offers an array of programs including a number of core federal programs. The Centre is currently in the process of replacing their aging building with a modern state-of-the-art facility. With the increased space, improved conditions and an ever-expanding range of treatment options, both CSC and the territorial government hope to increase the number of federal offenders retained in the NWT.

Offenders released to Yellowknife on day parole have two CRF options: the Sombe Ke' Healing Lodge and the Salvation Army CRF. The latter offers accommodation and substance abuse and healing programs to conditionally released offenders. Their facility is located in downtown Yellowknife, thus providing residents with easy access to employment and community services.

The NWT Area Parole Office in Yellowknife provides both sex offender and substance abuse maintenance programs. A psychologist on contract provides individual and family counselling.

When released on full parole and statutory release, many offenders from the NWT choose to live in small and isolated communities where direct supervision is provided by probation officers, if there is one close by. In very remote locations, offenders are supervised by a combination of volunteer supervision and phone contacts. In these cases,

community contacts become even more important and form the backbone of the supervision plan.

Louise says she really enjoys being a parole officer in the NWT. Rather than being limited by the challenges there, she has become very creative and resourceful in solving them. And she is also having a lot of fun. ♦

CSC faces many unique and interesting challenges in the North. The NWT comprises a huge land mass of over 1 million square kilometers with a population of only 42,000 (half of whom are Aboriginal people) spread over 33 small and mostly isolated communities.

"Bridge People" Make a Difference

By Martin Hattersley, past chairman of Edmonton Institution, North Alberta District Parole and Grierson Centre Citizens' Advisory Committee

My first association with Edmonton Institution came in the summer of 1988 when I was invited by a client and friend to accompany him to meetings of the Prison Fellowship at the institution. In a sad coincidence, my eldest daughter, Catherine Greeve, was a victim of homicide by a young man on parole less than a month after the date of that first visit. Such a loss, so close to home, has from that point on given me an intense interest in the effective operation of the correctional system.

In addition to my contact with the Prison Fellowship, I was introduced in 1994 by others in that group to the Alternatives to Violence Project, for which I became a facilitator. In that capacity, I have attended or conducted workshops at various institutions – William Head, Bowden, Pe Sakastew and the Edmonton Institution for Women.

OLD CAC REVIVED

My association with the citizens' advisory committee started in 1996 when a long-dormant group at Edmonton Institution was revived with new membership. The group has now grown to the full complement allowed by our constitution of 12 members,

and includes students, a taxi driver, a priest, a lawyer, a university professor, and several court and social workers, all from a variety of ethnic backgrounds.



Martin Hattersley has an intense interest in the effective operation of the correctional system due, in part, to a personal loss.

Once a month, we meet over supper, alternately at the Edmonton Parole Office and at Edmonton Institution, and are briefed on events at both of these places and at the Grierson Centre. After the parole office meeting, we meet with inmates at the downtown Grierson Centre. After the Edmonton Institution meetings, and on the third Wednesday in alternate months, we meet with the Edmonton Institution's Inmate Committee, and sometimes also with representatives of the Lifers and Native Brotherhood groups, as well as with members of the Transfer and Release Unit.

FORUMS FOR PUBLIC EDUCATION

We also sponsor forums for public education at least once per year – the current one being directed at contacting people working with social agencies in the inner city – and members are available for other presentations to the public as opportunities arise. We have spent a number of Saturday mornings on training sessions and in meetings with staff, and also have a phone line accessible by inmates, giving them an opportunity to leave messages and, if necessary, to request visits from CAC members.

How valuable is all of this? It has given me a sincere appreciation of both the difficulties in the field of corrections and of the constructive way that CSC, its administration and staff approach these difficulties.

The impressions conveyed by the media to the public on everything connected with crime, criminals and corrections, has its political consequences. Nothing is more important for the effective operation of the correctional system than to give the public an accurate idea of what can be done with rehabilitation, what is being done, and the overall effectiveness of the techniques that CSC employs.

In this regard, I find that *Forum* magazine and the CSC Web site – crammed as they are with statistics and studies – are brimming with information that the public and politicians should know in order to be persuaded that life skills education is far more effective than brutality in rehabilitating offenders. They would also find out that CSC's success rate in restoring offenders as useful members of the community is, if not 100 per cent, remarkably high.

GOOD SENSE AND IMPARTIALITY

We in CACs are "bridge people." We are allowed to observe, to comment, but not to interfere. We try to understand the problems, stresses, fears and worries of all the different parties – administration, staff, inmates and public alike – and as much as possible, we explain them to the others.

In doing this, we have taken time to educate ourselves and to establish the kind of rapport needed to encourage those around us to open up and begin to trust our good sense and impartiality. In our own little way, we hope we are making a difference. ♦

Such a loss, so close to home, has from that point on given me an intense interest in the effective operation of the correctional system.

... We encourage those around us to open up and begin to trust our good sense and impartiality.

Governor General Visits Okimaw Ohci Healing Lodge

By Tim Krause, Regional Communications Officer, Prairie Region

On September 20, Her Excellency Adrienne Clarkson, Governor General of Canada, stopped in for a short visit and tour of the Okimaw Ohci Healing Lodge (OOHL). Although the visit lasted less than an hour, the Governor General and her husband received a tour of the Lodge and had a brief chat with staff and residents and even read a story to children in the institution's daycare. Elder Carolla Calf Robe presented the Governor General with an eagle feather during a special ceremony at the institution's spiritual lodge.

Prior to visiting the Lodge, the Governor General spent the morning on the Nekeneet First Nation reserve. The whistle-stop at the Lodge was part of Ms. Clarkson's week-long tour of southern Saskatchewan and Alberta, during which she took part in activities involving the culture and daily life of local ranching and farming communities. ♦



Governor General Clarkson listens to Commissioner Lucie McClung. Left to right: Clare McNab from OOHL, John Ralston Saul, Her Excellency Adrienne Clarkson, and Commissioner Lucie McClung

Volunteer Appreciation Banquet

By Dennis Finlay, Regional Communications Officer, Pacific Region

The Pacific Region hosted a volunteer appreciation banquet on September 27 for all its Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) members. The Regional Management Committee funded the banquet, with a contribution from the Union of Solicitor General Employees in honour of the International Year of the Volunteer.

Approximately 90 people attended the banquet that included a buffet dinner, guest speaker and awards presentations.

Regional Deputy Commissioner Pieter de Vink was presented with a retirement gift and was thanked by EAP-CISM Co-ordinator Pam Scott for his support of the two important employee programs.

Guest speaker Dr. Martin Collis, a Canadian authority on wellness, gave a talk entitled *A Mellow Approach to Wellness*. Dr. Collis has a PhD in exercise physiology, has trained Olympic gold-medal swimmers, written *The Phacts of Life* (the Canadian government's weight management book), developed cold-water survival products and written and recorded many original songs. He also publishes an online magazine called *Well*, to which anyone can subscribe free of charge at his Web site: www.speakwell.com ♦



EAP Co-ordinator Pam Scott presents the award to retiring Deputy Commissioner Pieter de Vink for his invaluable support. Several employees were also honoured for volunteering with EAP-CISM for more than 10 years. Left to right: Jerome Fransblow, Regional Health Centre volunteer; Pam Scott; Deputy Commissioner de Vink; volunteers Frank Reay, William Head Institution and Thelma Graham, Matsqui Institution

Genesis House BBQ Locals Welcome Residents

*By Bill Rankin, Communications Officer,
Communications and Consultation Sector*

When halfway house director Andrew Boyd opened Genesis House in downtown New Westminster, he expected the usual reaction from residents groups: "Please, not in our neighbourhood." But he was in for a surprise. The community not only welcomed him, the local residents' association held its annual barbecue at Genesis House.

"It's unheard of, this type of reception from a community," said Boyd, but Downtown Residents' Association Communications Director Lila Wood said local residents appreciate the work the men did to renovate the house and spruce up the property.

"Community support boosts their self-esteem," says Boyd. "If they are marginalized, the cycle of crime continues."



Photo: Andrew Boyd

Locals and Genesis House residents share burgers and a few laughs on the front lawn.

Funded by the Correctional Service of Canada, the community residential facility and programs centre is home for 15 to 20 offenders and acts as a bridge between prison and normal life. Residents receive training in anger and emotional management, violence prevention and cognitive skills. There are strict controls in place to monitor their behaviour and to ensure they stay drug-free and shun any criminal associates.

The annual barbecue was held on the front lawn beneath the elegant, old-fashioned verandah that graces the house. Ms. Wood noted that the interaction between Genesis House residents and local neighbours during this event has made their relations much easier. ♦

Programs for Aboriginal Offenders

By Dennis Finlay, Regional Communications Officer, Pacific Region



Photo: Dennis Finlay

Aboriginal Programs Project Officer Jane Whiting and Community Aboriginal Development Officer Tom Maxwell (both seated) discuss programs for Aboriginal offenders in the Pacific Region with Elder Edna Spinks of the Lytton First Nation. Ms. Whiting and Mr. Maxwell were staffing a CSC booth at the 25th annual gathering of First Nations Elders that was held in Chilliwack on August 21, 2001.

Approximately 800 Elders attended the conference.



Photos: Dennis Finlay

Kwikwèxwelhp Elder Rita Leon walks around the new longhouse with retiring Regional Deputy Commissioner Pieter de Vink, who was honoured during the ceremony.



Boyd Peters, a Section 81 liaison, who acted as storyteller during the ceremony, addresses the people as Kwikwèxwelhp's new identity and new logo are unveiled.

Ceremony Marks First Step in Conversion to Aboriginal Healing Lodge

By Dennis Finlay, Regional Communications Officer, Pacific Region

Commissioner Lucie McClung participated in a dramatic and touching Aboriginal ceremony on October 18 to open the first Coast Salish teaching longhouse built in a CSC facility at Kwikwèxwelhp (pronounced Kwee~qua~alip). The Native word means “a place where medicine is gathered,” and replaces the former name Elbow Lake Institution.

First Nations Sacred Mask Dancers came out to commemorate the opening of the longhouse, wearing masks that have been seen only once before by outsiders, according to a Coast Salish spokesperson. It was also the first CSC function to be honoured by the dancers' presence.

Regional Chaplain Gerry Ayotte described the effects of the ceremony. “There was a blurring of boundaries between community, correctional staff and administration, and offenders. It's always a good feeling when that is accomplished.”

Commissioner McClung and Chief Alexander Paul of the Chehalis First Nation in British Columbia signed a memorandum of understanding in May on the eventual conversion of minimum-security Elbow Lake Institution into an Aboriginal healing lodge under section 81 of the Corrections and Conditional Release Act (CCRA). Section 81 provides for Aboriginal communities to administer a broad spectrum of correctional services, including the care and custody of offenders, and community services.

The opening of the longhouse (known as a community house) was a first step in this conversion. CSC consulted with Elders to ensure the integrity of the longhouse, and to ensure that its teachings and traditions are respected and maintained. Although not all the sacred ceremonies will be celebrated at this community house, many of the traditional methods of healing will be shared with offenders.

The community house is a rectangular building made of natural woods. Its focal point is two fires in the centre of the structure on a pure earthen floor. Bleachers against the walls can accommodate up to 190 people. It is a gathering place for community members to support those who have chosen the longhouse teachings for healing.

This initiative supports CSC's overall Aboriginal programs strategy, adding to CSC's ability to develop effective initiatives, to realize comprehensive approaches to Aboriginal corrections and to deliver services in Aboriginal communities that are culturally appropriate.

During the ceremony, Commissioner McClung and the people in attendance honoured retiring Regional Deputy Commissioner Pieter de Vink. ♦